

## Assessment Council News (ACN)

### Presidential Message

By Mike Willihnganz, President

IPAC's biggest event of the year, the annual conference, is just a few short weeks away. I hope you are planning on joining us in Newport Beach, California from July 18<sup>th</sup> through the 21<sup>st</sup>. The Hyatt Regency in Newport Beach was the location for some of IPMAAC's grandest and most successfully conferences. After a several year hiatus, we return to Newport Beach this year for IPAC's first solo conference intent on setting the bar even higher.

*Making the Case for Assessment* is the theme of the 2010 conference. The conference program offers sessions designed to meet the interests of all human resources and assessment professionals. Whether your assessment interests are basic or advanced, theoretical or applied, the conference program is sure to please even the most discriminating conference consumer.

The conference festivities kick off on Sunday, July 18<sup>th</sup> with six value-priced pre-conference workshops. Four of the workshops are half day sessions:

- Design and Implementation of a Comprehensive Assessment Program
- Designing and Implementing Web-based Surveys: Asking the Right Questions at the Right Time
- Foundations of Employee Selection
- The Big Picture: How Taking a Broader View of Fairness in Selection Can Result in Better Service and Fewer Complaints

The two full day workshops include:

- The IPMA-HR Job Analysis Workshop
- Developing and Administering Interviews

The conference itself includes four general sessions (**David Campbell, Michael McDaniel, Scott Highhouse, Jeff Feuquay**), five tracks of concurrent sessions, award ceremonies, the IPAC annual business meeting, and a town hall meeting in which you,



June 2010

#### Inside this issue:

<a href="#">Presidential Message</a>	1
<a href="#">2010 Bemis Award Nominee</a>	4
<a href="#">IPAC Membership Update</a>	5
<a href="#">Legal Update</a>	6
<a href="#">2010 James C. Johnson Student Paper Competition Award Winner</a>	9
<a href="#">The Five-Factor Model of Personality and Job Performance in East Asia: A Cross-Cultural Validity Generalization Study</a>	10
<a href="#">Summary of Recent ListServ Discussion Thread</a>	20
<a href="#">News of the Councils</a>	22
<a href="#">Upcoming Conferences and Workshops</a>	24
<a href="#">2010 IPAC Officers and Board Members</a>	25
<a href="#">2010 IPAC Committee Chairs</a>	26
<a href="#">About the ACN</a>	27

(Continued on page 2)

(Continued from page 1)

the members, will have the opportunity to help shape the future of IPAC. Conference attendees will also have numerous opportunities for networking and socializing. The social activities begin on Sunday evening with the traditional president's reception and continue on Monday evening with a lavish outdoor party sponsored by the Western Region Intergovernmental Personnel Assessment Council (WRIPAC). IPAC will even have its very own villa on the grounds of the Hyatt Regency for afterhours networking and socializing.

Prior to last year's joint IPAC/IPMA-HR conference, I made the point that during an economic down-turn we, as assessment and human resources professionals, tend to see the largest candidate groups, an increase in exam appeals and legal challenges, and the embellishment of applicant qualifications. When economic times are tough there is simply greater competition for the few jobs for which we are recruiting. The stress this competition places on

our assessment systems requires more efficient, precise, and legally defensible employment testing practices. The ideal venue to renew our focus, hone our skills, and update our expertise is the 2010 annual conference in Newport Beach. If you have not yet registered for the conference, there is still time to do so. Don't miss out on an opportunity to spend four days in beautiful Newport Beach, California learning, socializing, and networking with your peers and colleagues. Visit [www.IPACweb.org](http://www.IPACweb.org) for the conference brochure and for registration information. I look forward to seeing you in Southern California!



## Coming to Newport Beach?

### Volunteer to Help with the Conference

The conference committee is seeking volunteers to help out at the conference. Session chairs are needed as well as assistance with on-site check-in and registration. If you are interested in helping out, contact Mike Willihnganz at (916)795-0636 or [michael\\_willihnganz@CalPERS.ca.gov](mailto:michael_willihnganz@CalPERS.ca.gov)



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**Now Available Online — 2010 IPAC Membership Directory!**

The 2010 IPAC Membership Directory can be accessed from the IPAC members-only page on the IPAC website ([www.ipacweb.org](http://www.ipacweb.org))

For more information or to update your contact information, please contact

**Julia Bayless**, IPAC Membership Chair and President-Elect,

at [julia.bayless@sodexo.com](mailto:julia.bayless@sodexo.com) or 301-987-4343.

## IPAC Nominates Dr. Lorraine Eyde for the 2010 Bemis Memorial Award

*By Michael Willihnganz, IPAC 2010 Bemis Memorial Award Nomination Chairperson*

IPAC is pleased to announce that it has nominated **Dr. Lorraine Eyde** for 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.

IPAC believes that Dr. Lorraine Eyde exemplifies these qualities and characteristics. Dr. Eyde has had a long and highly distinguished career in personnel research that has been devoted to supporting merit-based decisions within the public sector. Her wide-ranging contributions in the area of employment testing and selection over the past four decades have had a government-wide impact and done much to improve federal selection procedures. She has worked on a wide variety of projects, from studying selection methods of the New York City police department to conducting research on leadership competencies. She has also authored or co-authored over 40 published articles, chapters, and other publications, made numerous presentations (including providing testimony to Congress), taught at universities, and co-authored a book on responsible test use. She has been very active in professional associations, including APA, SIOP, and APS. She has been generous in sharing her expertise, presenting at many conferences, including IPMAAC (now IPAC), IPMA-HR, SIOP, PTC-MW, PTC-SC, APA, and several regional associations. Dr. Eyde's contributions over the last 40 years have been truly remarkable, and her contributions are matched by her tireless devotion to the advancement and study of psychology. On behalf of the IPAC leadership and membership, congratulations on your nomination, Dr. Eyde!

*Congratulations!*



## IPAC Membership Update

By Julia Bayless, Membership Chair and President Elect

The 2010 IPAC Conference: *Making the Case for Assessment* is coming soon! There has been a great deal of focus on planning the upcoming conference (July 18-21), but also on several other areas of note. More specifically, IPAC launched its 2010 webinar series with Bryan Baldwin's June 9<sup>th</sup> webinar titled "[They posted what? Promises and pitfalls of using social networking and other Internet sites to re-search job applicants.](#)" Look for more webinar offerings after the IPAC Conference as well. Also, The IPAC 2010 Membership Directory is now available on the members-only section of the IPAC website ([www.ipacweb.org](http://www.ipacweb.org), click on Members Only).

In response to your feedback and in recognition of the continued economic climate, IPAC has implemented low fees for both the conference and webinar registrations. The webinars are free to IPAC members, and just \$75 for non-members; non-member registration includes IPAC membership for the remainder of the calendar year! The advance rate for conference registration is in effect through July 9<sup>th</sup> – just \$295 for members and \$395 for non-members for two and half days of invited speakers, concurrent sessions, social activities, and networking opportunities. A further bonus is that you can now join/renew your membership, register for the conference, and register for upcoming

webinars on the IPAC website!

A special thank you to the many volunteers who have helped with 2010 conference planning, IPAC's strategic direction, membership survey, marketing efforts, and product and service development! There is a lot of passion and energy for this organization, and we look forward to leveraging that energy into the post-conference season and into 2011. Speaking of 2011 – conference planning has begun...stay tuned for more soon regarding the conference location and opportunities to volunteer!

The IPAC board and committees continue to meet frequently to stay on top of the needs of the organization – 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](http://www.ipacweb.org), click on About/Join > IPAC Leadership). Thank you for your continued support!



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## EEO Litigation Metrics: What the Numbers Really Mean

*By Richard Tonowski, Equal Employment Opportunity Commission (EEOC)*

It is common knowledge that EEO charges have skyrocketed. However, what are the trends for actual litigation in court? What does the data say?

Figure 1 shows that the number of suits had been dropping from 1999 to 2007. Starting in 2008 there was a small increase, in response to a spike in charges filed. However, note that the number of charges in the figure (left axis) is *only a quarter* of the actual number, to keep charges on a comparable scale with suits. Most charges will never see a courtroom. The number of appeals (right axis) has been dropping consistently from 2000 (1999 not available). The numbers for suits and appeals at the end of April 2010 were 4,093 and 497, respectively, which if they continue at this place would place the 2010 totals on par with the totals for 2009.

Although the number of suits litigated has declined since 1999, litigation costs have not been going down. Median discrimination verdicts were up 16% during 2002-2008, from \$208K to \$241K (Maurer, 2009). The overall employment-related mean award, likely including wage and hour cases, was up 60%, from \$204K to \$327K. Federal district court discrimination award medians were lower than corresponding state court awards; how much lower depended on the type of charge. For 2002-2008 discrimination and retaliation median settlements were \$70K, followed by wrongful termination at \$58K. The overall employment median settlement was \$90K. The government sector was most often the defendants in employment practice verdicts from 2002-2008 (43%), followed by service/retail (41%) and manufacturing/industrial (11%).

But these award figures are for plaintiffs who win or settle favorably. Clermont and Schwab (2009) found the EEO plaintiff success rate at

trial during 1979-2006 to be 15%. For all other civil cases, it was 51%. That's for making it through all the proceedings to a successful verdict. One suit in eight is resolved via summary judgment, and 90% of the motions come from the defendants. For those cases that survive dispositive motions and get to the jury, the EEO plaintiff win rate was about 38%, compared to 44% for other civil jury verdicts. Plaintiffs fared a lot worse at bench trials, but jury trials are now the norm for disparate treatment cases. It's not clear what the breakdown is between treatment and impact cases, but treatment predominates. Overall, plaintiffs have not fared well in appeals. Plaintiffs reversed unfavorable verdicts in 9% of cases during 1988-2004, whereas defendants had a 41% reverse rate.

Data on trials and outcomes are problematic. The Administrative Office of the U.S. Courts keeps the statistics, but data are less complete with earlier years. Of greater concern are coding errors and inconsistencies in even current case data. Private data sources, such as law firms, may have their own ways of tracking these data, with possibly different results. The time period under consideration also makes a difference; recall the shifts in trends discussed above. Also note the trends for suits and appeals reported in Figure 1 are based on the calendar year, while EEOC charge statistics are on the agency fiscal year, which lags the calendar year by three months.

Why have suits been declining until recently? For one, the odds against winning make attorneys reluctant even to try (Koppel, 1999; pun intended). Why then are EEO suits more subject to failure than other civil suits? Clermont and Schwab (2009) think there may be "plaintiphobia" among trial judges and a tendency to look for non-existent pro-plaintiff bias

*(Continued on page 7)*

(Continued from page 6)

at the appellate level. However, the authors speculate that other factors may be involved. Other scholars suggest that many cases depend on circumstantial evidence, and judges and juries want to have hard facts before they find discrimination. This factor dovetails with the view that “modern” discrimination is subtle, perhaps unconscious in some instances. “Social framework analysis” represents an effort to use sociology and social psychology to bolster the credibility of circumstantial claims. Another potential factor is that plaintiffs often lose at preliminary motions to kill the case, before they can compel discovery of evidence. One might wonder about letting plaintiffs sue just to see if something turns up, without a “plausible” claim (the Supreme Court standard since 2007; interestingly, after 2007 suits *increase*). On the other hand, EEOC relies on its subpoena power to obtain evidence to evaluate charges and zealously defends it as necessary. Perhaps some plaintiffs sincerely think that they have been grievously wronged, but EEO law does not address the type of wrong or does not consider the wrong to rise to the level of an unlawful employment practice – courts tend not to view EEO law as a code of civility to punish thoughtless or “merely” insensitive behavior. Finally, maybe more employers now act in accordance with the law, manage the workforce professionally, carefully justify and document adverse actions, and make things right without going to court if it is clear that someone was wronged.

If the latter be true, then declining litigation, especially when accompanied by a growing and more diverse workforce, is a sign of good business practice – a practice that also has societal benefits. However, this may not square with the view that positive societal change in the EEO area is achieved through litigation, which must be fostered by expanding causes of action and lowering barriers to suits. If plaintiffs are dissuaded from pursuing what would be a good case, their interests are harmed. If employers can discriminate with impunity, the bad actors

will. These philosophical differences have real consequences regarding proposed legislation and use of alternative dispute resolution.

Class action suits in particular should be the vehicle for societal good because they (a) publicize the alleged wrongdoing, (b) can result in big verdicts or settlements that deter other bad actors, and (c) offer injunctive relief to foster better workplace practices and organizational change. However, class actions account for a third of a percent of EEO suits (Clermont and Schwab, 2009). Further, the evidence is at best mixed on their results. Selmi’s (2003) analysis of class actions found generally little benefit beyond immediate monetary relief; bringing about change has given way to transfer of wealth as the suits’ purpose. The financial beneficiaries besides the class are attorneys, the diversity training industry, and minority contractors – the latter two groups possibly being involved more for the firm’s public relations efforts than for substance. Discrimination suits become viewed as a cost of doing business. They can happen or not regardless of what firms do. They can be expensive, but other matters can be more expensive. Hence, they are not that important in the grand scheme of doing business.

This article is hardly an exhaustive analysis of EEO litigation issues. It does point out matters in the interpretation of the rise or fall in the number of suits and the won/lost ratio. Discrimination is real. Of necessity the effort to bring about more effective business practices and better societal outcomes regarding EEO is predicated on vigorous enforcement of the law, both by government agencies and private individuals. Litigation itself, however, constitutes a questionable EEO success metric.

## References

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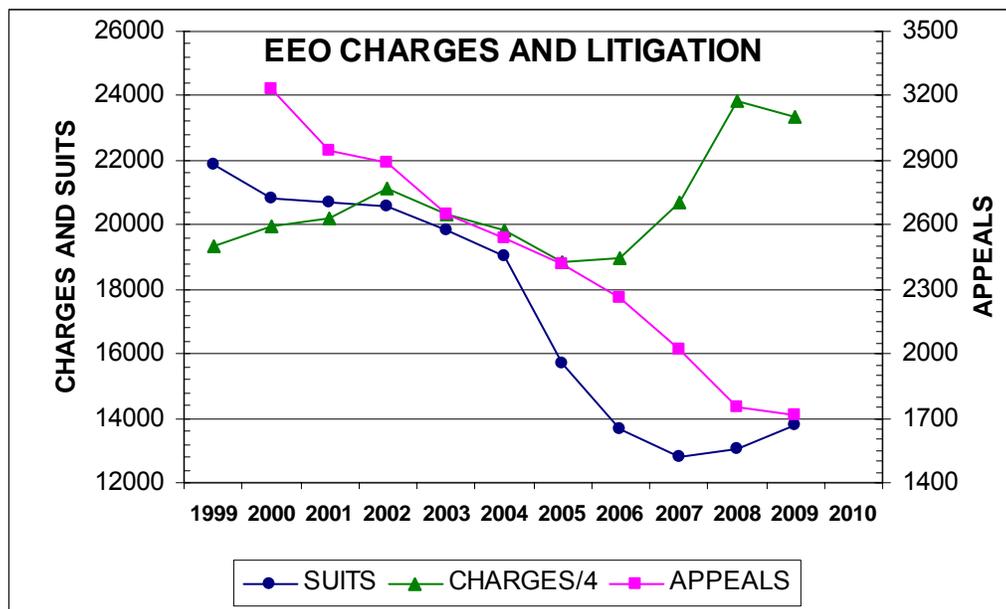


Figure 1. Number of EEO Charges and Litigation (1999-2009)



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

## IPAC 2010 James C. Johnson Student Paper Competition Award Winner

**In-Sue Oh, Virginia Commonwealth University**

*By Dr. Lee Friedman, IPAC 2010 James C. Johnson Student Paper Chairperson*

This year we had some outstanding papers, making our decision truly a difficult one. We had eight reviewers for each paper that was submitted. All reviewers had a doctoral degree in industrial and organizational psychology or related fields and were knowledgeable about IPAC. Each paper was reviewed by four academicians and four practitioners. Reviewers were asked to rate each paper on the following two areas: (1) technical merit, which was comprised of four factors — problem statement, methodology, data analysis, findings and conclusions, and (2) practical significance, which was comprised of two factors — problem importance and usefulness of results. Each of these six factors were rated based on a five-point Likert-type rating scale, with mid-point 3 being defined as “good quality, definitely has merit based on this factor.”

Based on these ratings, **In-Sue Oh’s** paper “The Five-Factor Model of Personality and Job Performance in East Asia: A Cross-Cultural Validity Generalization Study” has been judged the winner for the IPAC 2010 James C. Johnson Student Paper Competition Award. Congratulations!

IPAC provides up to \$600 in conference-related travel expenses, free conference registration, and a one-year membership in IPAC to the winner of the IPAC student paper competition. In addition, the winning paper will be recognized in the conference program and IPAC Assessment Council Newsletter (ACN). Furthermore, the University Department (University of Iowa, Iowa City, IA) in which the research was completed will be awarded a \$500 grant, as well as a plaque commemorating the IPAC award achievement.

*Congratulations!*



# The Five-Factor Model of Personality and Job Performance in East Asia: A Cross-Cultural Validity Generalization Study

*By In-Sue Oh, Virginia Commonwealth University*

Despite the significant role of personality in the field of personnel selection, however, the current body of knowledge is limited to Western contexts (Euro-American). Several researchers and practitioners (e.g., Mitchell & Daniels, 2001) have called for more cross-cultural research on personality at work given its urgency in the globalization era, which requires cross-cultural understandings in every corner of management (Arvey, Bhagat, & Salas, 1991; Gelfand, Leslie, & Fehr, 2008). Employment selection as the front end of management cannot be an exception.

Some theoretical reviews (e.g., Hofstede, 1980; 2001; Markus & Kitayama, 1991, 1998; Triandis, 1994) and relevant individual studies (e.g., Tyler & Newcombe, 2006) suggested that cultural differences may moderate the personality – performance relationship. Because of the absence of systematic cross-cultural research on this matter (often achieved via meta-analysis), however, we do not yet know if we reach the same conclusion that personality also matters at work in Eastern contexts (i.e., East Asia). This is the research gap to be addressed by this study. Below, I will introduce relevant findings from Western contexts and based on this, I will discuss more specific purposes of this study.

## **FFM Personality Traits and Job Performance in Western and Eastern Contexts**

The relationships between the FFM of personality traits and job performance have been well established in Euro-America (Barrick & Mount, 1991; Barrack, Mount, & Judge, 2001; Salgado, 1997; Schmidt, Shaffer, & Oh, 2008). Findings from the two continents consistently

show that Conscientiousness and Emotional Stability are two best predictors of job performance across situations (Mount et al., 2001). The meta-analytic research findings have contributed to the practice of personnel selection in Europe-America by providing credible information on the validity of FFM personality traits.

Drawing on the international human resource management (HRM) (Arvey et al., 1991) and cross-cultural psychology literatures (Gelfand et al., 2008), we do not know whether findings from Eastern contexts will be different from or the similar to Euro-American findings. In particular, this line of research has not systematically examined East Asian contexts. This is unfortunate given that East Asian cultures are starkly different from Western cultures in many respects and are becoming an increasingly large part of the world economy. Furthermore, many U.S. and European multinational companies are currently operating and plan to operate and enter into joint ventures in East Asian countries. Thus, it seems urgent and appropriate to personnel selection researchers to go global and expand their research domain to include East Asia.

It is noted that the degrees of industrialization and reliance on Western management theories and practices vary among these East Asian countries (Japan, China including Hong Kong, South Korea, Taiwan, and Singapore), but they are neighbors geographically and share Confucian, collectivistic or relationship-oriented, and male-dominated corporate cultures. They also share similar economic development strategies [e.g., government-driven rapid industrialization and export assistance]

*(Continued on page 11)*

(Alston, 1989). Taken together, given the aforementioned commonalities and differences among three East Asian countries, I believe that this study of cross-cultural validity generalization of the FFM personality traits across East Asian countries will significantly contribute to the international HRM literature.

### **Purpose and Contribution of the Study**

Salgado (1997) argued that in countries with different cultural and organizational characteristics, the FFM personality traits may show differential relations with job performance criteria. On one hand, although Salgado's argument on this matter are important to note, his study is limited given that he compared only the U.S. and Europe representing Western cultures. On the other hand, the factor structure of the FFM personality developed in Western cultures has been found to be similar across many cultures, including Eastern ones (e.g., Schmit, Kihm, & Robie, 2000; Yoon, Schmidt, & Ilies, 2002), leading to the conclusion of a universal structure of personality. It should be noted, however, that this finding does not imply that validities of the FFM traits will be the same or even similar across cultures given that validity concerns both personality and performance.

As such, the purpose of this study is, via meta-analysis, to estimate the validities of FFM personality traits in predicting various performance criteria, both absolutely and relative to the validity of GMA in East Asian contexts. I will, therefore, compare these findings both within Eastern cultures/nations and, more importantly, between Eastern and Western cultures. By addressing these questions systematically, the current study will provide selection practitioners working globally for multinational companies with locally credible and practical guidelines for their professional practice, ultimately leading to high-performance selection practices (Arvey et al., 1991).

### **Method**

**Literature Search.** First, an initial search of the literature was conducted using international and

local electronic databases available using important key words. This was followed by a manual search of the relevant literature using references in related books and papers (e.g., Tyler & Newcombe, 2006) and article-by-article search through relevant major East Asian journals. Lastly, I contacted East Asian I/O psychologists, HRM researchers, and local test publishers for published, unpublished/working papers and data based on East Asian employees.

**Inclusion Criteria.** I set up several criteria, a priori. First, only those published and unpublished studies which used East Asian "employee" samples (the portion should be greater than 80%) were included. Second, because I was interested in the operational validity of personality, studies had to assess the relationship of self-reports of personality to at least one of the job performance criteria (i.e., overall/global job performance, task performance, contextual performance, counterproductive workplace behavior) measured via non-self-ratings (Rotundo & Sackett, 2002). Further, studies had to contain sufficient information to sort personality measures used into a single FFM personality trait. Particularly, almost all validation studies (see Fine, 2006 for an exception) available from Japan were based on indigenous, non-explicit FFM measures. Following Barrick and Mount (1991), Mount and Barrick (1995), and Salgado (1997), a FFM taxonomy (see Appendix A) was developed with the help of Japanese I/O psychologists and the test developers of the measures, based on a shared taxonomy of personality (Costa & McCrae, 1992), information provided in the test manuals, and Hough and Ones (2001, Appendix, Part 1).

**Meta-analytic Methods.** I estimated the operational validity of self-reports of personality using Hunter and Schmidt's (2004) methods, which have been used in other meta-analyses conducted in Euro-America (e.g., Barrick & Mount, 1991; Salgado, 1997). To be comparable with the procedures used in previous meta-analyses (e.g., Hutz & Donovan, 2000), I corrected each validity (correlation) coefficient for unreliability in

the criterion measure alone using the meta-analytic inter-rater reliability estimate of .52 given that no primary study reported inter-rater reliability estimates (Viswesvaran, Ones, & Schmidt, 1996). I further corrected for indirect range restriction on the predictor using the procedures in Schmidt, Oh, and Le (2006). Finally, I initially set the cut-off value of the minimum number of primary studies for each meta-analysis to three (Chambless & Hollon, 1998).

## Results

### **Operational Validities of FFM Traits in Predicting Overall Job Performance in East Asia**

**Validity Generalization Results for South Korea.** Table 1 presents validity generalization results of the FFM traits for various performance criteria with South Korean samples. Consistent with Western meta-analytic findings, the highest operational validity was that for Conscientiousness across most major performance criteria rated by supervisors with the 90% CV being greater than zero in all cases; .19 (90% CV= .13), .21 (90% CV= .05), and .22 (90% CV= .10) for overall, task, and contextual, respectively. That is, the operational validity of Conscientiousness was found to be generalizable in most situations. This dominance of Conscientiousness in validity across various performance criteria except for counterproductive performance (-.10; 90% CV = .00) with very similar levels of operational validity (.19 – .22) should be noted. However, the other FFM traits did not show as consistent a pattern of results across performance criteria.

### **Validity Generalization Results for Japan.**

Table 2 presents validity generalization results of the FFM traits for overall job performance with Japanese samples. As discussed earlier, it should be noted that all primary validity studies except for one were based on either of two Japanese indigenous personality inventories, which are very widely used for various personnel purposes in that country. Surprisingly, the operational validity of Conscientiousness is small and negative at -.03 (90% CV = -.09). The highest validity was that for Extraversion (.16).

Emotional Stability also showed modest yet the second highest validity at .09. The other two FFM traits, i.e., Openness and Agreeableness, were found to have low validity with a very large amount of variation.

The facet-level meta-analytic results showed that validity gains are considerable when focusing on the most valid facets (Dudley, Orvis, Lebiecki, & Cortina, 2006). As shown in Appendix A, the most valid FFM facets were found to be Leadership (.31 vs. Extraversion: .16), Ideas (.25 vs. Openness: .01), Reason (.17 vs. Agreeableness: .04), Recklessness (.17 vs. Conscientiousness: -.03), and Resilience (.14 vs. Emotional Stability: .09).

Although validation results were available for specific performance criteria in Taiwan, China (including Hong Kong), and Singapore, they were all based on one or two primary studies. As such, given second-order sampling error and the pre-set cutoff for  $k=3$ , I decided not to report the results. Below, only validation results for overall performance were reported to conserve space.

**Validity Generalization Results for Taiwan.** As shown in Table 2, Conscientiousness among the FFM traits was found to have the highest and generalizable validity (.36; 90% CV= .21) for overall performance followed by Openness (.34; 90% CV= .34) and Agreeableness (.30; 90% CV= .24). The operational validity of Extraversion was moderate at .19. Surprisingly, Emotional Stability showed negative operational validity at -.04.

**Validity Generalization Results for China and Hong Kong.** Validity generalization results between mainland China and Hong Kong were combined. This decision was partly supported in Tyler and Newcombe (2006, p. 38; bracket added) arguing that “although there are cultural differences between Hong Kong SAR [Special Administrative Region] and mainland China, these may be only as large as the differences between Beijing and other distant regions of China.” As shown in Table 2, Extraversion was found to have the highest validity at .30 though

(Continued on page 14)

**Table 1**  
*Meta-analyses of the Validity of the FFM Trait Measures for Job Performance Criteria with South Korean Samples*

Predictor	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
	k	N	$\hat{r}$	$SD_r$	% Var	$\hat{\rho}_{op}$	$SD_{\rho_{op}}$	LL	UL
<b>Overall Performance</b>									
Emotional Stability	14	3,447	.08	.08	61	.11	.07	.02	.21
Extraversion	14	3,447	.06	.07	84	.09	.04	.04	.14
Openness	14	3,447	.01	.09	46	.02	.09	-.10	.14
Agreeableness	13	3,236	.04	.07	86	.05	.03	.01	.10
Conscientiousness	14	3,447	.13	.07	84	.19	.04	.13	.24
<b>Task Performance</b>									
Emotional Stability	28	4,364	.03	.08	100	.04	.00	.04	.04
Extraversion	31	5,868	.06	.08	77	.08	.06	.01	.16
Openness	29	5,370	.00	.09	65	.00	.07	-.09	.10
Agreeableness	30	5,555	.01	.09	63	.02	.08	-.08	.11
Conscientiousness	30	5,555	.15	.12	41	.21	.12	.05	.37
<b>Contextual Performance</b>									
Emotional Stability	13	2,280	.02	.08	83	.03	.05	-.03	.09
Extraversion	14	2,465	.08	.08	96	.12	.02	.09	.15
Openness	13	2,152	.09	.08	100	.12	.00	.12	.12
Agreeableness	13	2,152	.09	.08	100	.12	.00	.12	.12
Conscientiousness	13	2,152	.15	.10	58	.22	.09	.10	.34
<b>Counterproductive Work Behavior</b>									
Emotional Stability	4	1,260	.04	.13	20	.05	.16	-.15	.26
Extraversion	9	2,381	.25	.13	26	.36	.16	.15	.57
Openness	5	1,287	.19	.08	58	.26	.07	.16	.35

Note: Column content is as follows: (1) number of correlations; (2) total sample size; (3) sample size weighted mean observed correlation; (4) sample size weighted standard deviation (SD) of observed correlations; (5) percent variance in observed validities attributed to all artifacts; (6) mean operational (true) validity; (7) standard deviation of operational (true) validities; (8) 90% credibility interval's (CrI)

**Table 2**  
*Meta-analyses of the Validity of the FFM Trait Measures for Overall Job Performance Criteria with East Asian Samples*

Predictor	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
	k	N	$\hat{r}$	$SD_r$	% Var	$\hat{\rho}_{op}$	$SD_{\rho_{op}}$	LL	UL
<b>Japan</b>									
Emotional Stability	100	21,294	.06	.08	73	.09	.06	.01	.16
Extraversion	100	21,371	.11	.07	90	.16	.03	.12	.20
Openness	100	21,294	.00	.13	29	.01	.15	-.19	.20
Agreeableness	25	4,526	.03	.09	69	.04	.07	-.05	.13
Conscientiousness	100	21,371	-.02	.08	80	-.03	.05	-.09	.03
<b>Taiwan</b>									
Emotional Stability	2 <sup>a</sup>	311	-.03	.13	41	-.04	.13	-.21	.13
Extraversion	3	475	.14	.11	53	.19	.10	.06	.32
Openness	2 <sup>a</sup>	311	.24	.07	100	.34	.00	.34	.34
Agreeableness	3	475	.21	.08	83	.30	.05	.24	.36
Conscientiousness	3	475	.26	.12	42	.36	.12	.21	.51
<b>China (including Hong Kong)</b>									
Emotional Stability	3	353	.17	.10	76	.23	.07	.14	.32
Extraversion	3	353	.21	.19	21	.30	.23	.00	.60
Openness	3	353	.15	.29	10	.21	.38	-.28	.70
Agreeableness	3	353	.14	.13	48	.20	.13	.03	.36
Conscientiousness	3	353	.17	.15	35	.23	.17	.02	.45
<b>Singapore</b>									
Emotional Stability	4	1,762	.19	.06	60	.26	.05	.20	.33
Extraversion	4	1,762	.22	.05	79	.31	.03	.26	.35
Openness	3	1,368	.10	.05	92	.13	.02	.11	.16
Agreeableness	3	1,368	.10	.04	100	.13	.00	.13	.13
Conscientiousness	4	1,762	.15	.04	100	.21	.00	.21	.21

Note: Column content is as follows: (1) number of correlations; (2) total sample size; (3) sample size weighted mean observed correlation; (4) sample size weighted standard deviation (SD) of observed correlations; (5) percent variance in observed validities attributed to all artifacts; (6) mean operational (true) validity; (7) standard deviation of operational (true) validities; (8) 90% credibility interval's (CrI) lower limit (LL) and upper limit (UL) values.

<sup>a</sup> Reported given non-trivial sample size although k < 3.

(Continued from page 12)

with substantial variability. Both Conscientiousness and Emotional Stability showed the second largest validity at .23. Openness (.21) and Agreeableness (.20) showed similar, decent validities. Interestingly, all FFM traits showed decent level validity, ranging equal to or above .20.

**Validity Generalization Results for Singapore.** As shown in Table 2, the highest operational validity was found for Extraversion (.31, 90% CV= .26) followed by Emotional Stability (.26; 90% CV= .20) and Conscientiousness (.21; 90% CV= .21). Both Openness and Agreeableness showed moderate validity at .13. Validity generalization was achieved for all FFM traits.

### Operational Validities of GMA in Predicting Overall Job Performance in East Asia

As shown in Table 3, the operational validity of GMA estimated for this study was .53 (90% CV= .53) in South Korea. The operational validity reported by S. Lee (2005) is similar, at .59 (90% CV= .59). These two meta-analyses were statistically independent (no overlap in data) and thus the simple mean of .56 was used for subsequent analyses as was done in Schmidt et al. (2008). In Japan, the operational validity of GMA estimated for this study was .15 (90% CV= .06); the magnitude of the validity is not only low but also non-generalizable. Takahashi and Nishida (1994) reported a higher operational validity at .28 (90% CV= .15). Given no overlap in data, the simple mean of .22 was used for subsequent analyses. In other East Asian countries, no primary study was available. Figure 1 summarizes operational validity estimates for FFM traits and GMA.

### Incremental Validities of the FFM Traits over GMA

When focusing on overall Rs of both the FFM trait and GMA and incremental validities of the FFM traits over GMA, they are .58 and .02 in South Korea; .30 and .08 in Japan; .60 and .21 in both Taiwan and China; and .49

and .10 in Singapore. As shown in Figure 2, East Asian regression results, the mean (weighted by their own inverse sampling error) operational validities across the four East Asian countries (.10, .16, .04, .08 and .03 [without Japan, .20<sup>1</sup>] for Emotional Stability, Extraversion, Openness, Agreeableness, and Conscientiousness, respectively) were used with aggregated East Asian intercorrelations among the FFM traits and GMA. Overall R and incremental validity for East Asia as a whole were .44 and .05, respectively. In sum, the overall R of both the FFM traits and GMA (.44) was smaller in East Asia than in Euro-America (.65 – .71) whereas the incremental validity of the FFM traits over GMA (.05) is a bit larger in East Asia than in Euro-America (.03 – .05).

### Second-order Meta-analysis Results across East Asian Countries

As shown in Figures 1, it is apparent that East Asian countries differ in operational validity of FFM traits and GMA. Another important question to be addressed in this study is whether the apparent variations in operational validity across East Asian countries for the FFM traits are real and/or artifactual due to second-order sampling error. To address this question, we computed the “true” between-nation variance in operational validity across East Asian countries (Schmidt & Oh, 2010). The “true” between-nation variance was negative or close to zero for each FFM trait. That is, the apparent East Asian variability for all the FFM traits turns out to be mostly artifactual due to second-order sampling error.

### Discussion

The two major questions we intended to address were: (a) how valid are the FFM personality traits, both absolutely and relative, to GMA in East Asian contexts and (b) how different are the validities across countries within Eastern contexts and between Eastern and Western contexts. First, we found that Extraversion and Conscientiousness, among the FFM traits, are

(Continued on page 17)

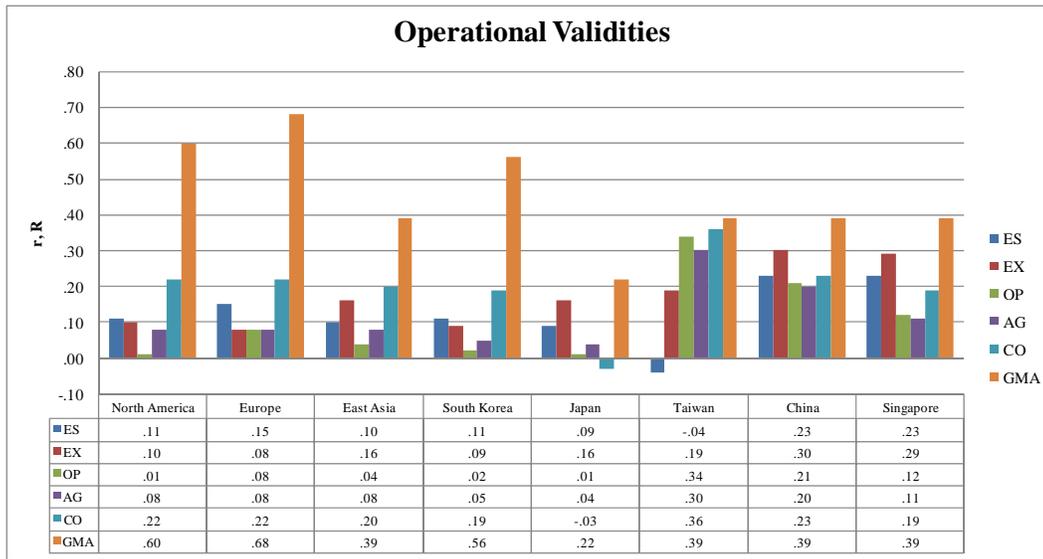
**Table 3**  
 Meta-analyses of the Validity of GMA Measures for Job Performance with South Korean and Japanese Samples

Predictor	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
	k	N	$\hat{r}$	$SD_r$	% Var	$\hat{p}_{xp}$	$SD_{p_{xp}}$	LL	UL
<b>South Korea</b>									
GMA	3	443	.29	.05	100	.53	.00	.53	.53
GMA <sup>a</sup>	5	655	.18		100	.59	.00	.59	.59
Mean			.24			.56			
<b>Japan</b>									
GMA	65	14,777	.10	.12	30	.15	.16	-.06	.36
GMA <sup>b</sup>	37	5,898	.20		51	.28	.10	.15	.41
Mean			.15			.22			

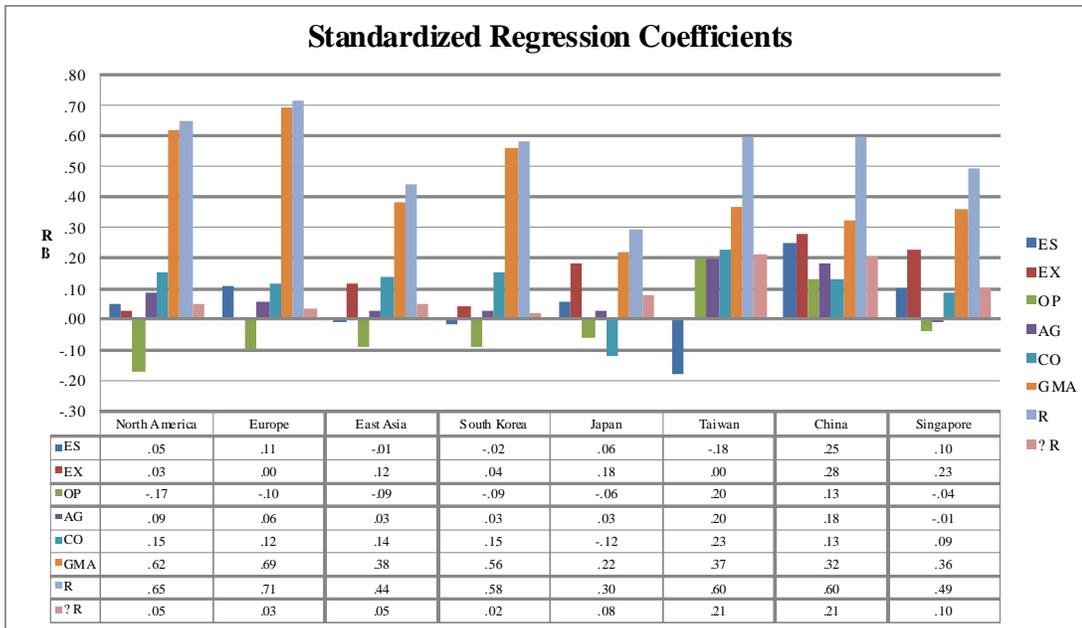
Note: GMA = general mental ability. Column content is as follows: (1) number of correlations; (2) total sample size; (3) sample size weighted mean observed correlation; (4) sample size weighted standard deviation (SD) of observed correlations; (5) percent variance in observed validities attributed to all artifacts; (6) mean operational (true) validity; (7) standard deviation of operational (true) validities; (8) 90% credibility interval's (CrI) lower limit (LL) and upper limit (UL) values.

<sup>a</sup> S. Lee (2005) whose raw data were not able to be included in this current study (values reported with permission)

<sup>b</sup> Takahashi and Nishida (1994) whose raw data were not able to be included in this current study.



**Figure 1.** Differences in operational validities of the FFM trait and GMA measures for overall job performance by nation. ES = Emotional Stability; EX = Extraversion; OP = Openness; AG = Agreeableness; CO = Conscientiousness; GMA = general mental ability; R = overall R of the FFM and GMA;  $\Delta R$  = incremental validity of the FFM as a whole over GMA. North America = mean of re-estimated mean operational validities (corrected for indirect range restriction) of Barrick and Mount (1991), Hertz and Donovan (2000), and Hough (1992) as reported in Schmidt et al. (2008); Europe = mean of re-estimated mean operational validities of Salgado (1997) and Salgado (2003) as reported in Schmidt et al. (2008). In estimating the East Asian mean operational validity of Conscientiousness, Japan was excluded (see Footnote 1).



**Figure 2.** Differences in standardized regression coefficients of the FFM trait and GMA measures for overall job performance. ES = Emotional Stability; EX = Extraversion; OP = Openness; AG = Agreeableness; CO = Conscientiousness; GMA = general mental ability; R = overall R of the FFM and GMA; ΔR = incremental validity of the FFM as a whole over GMA. Standardized regression coefficients were estimated based on operational validities and observed inter-correlations.

(Continued on page 17)

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the most valid (and generalizable) predictors of overall job performance in most of the East Asian countries studied; in Western cultures, Conscientiousness and Emotional Stability were found to be the most valid (and generalizable) predictors of overall job performance (Schmidt et al., 2008). The importance of Extraversion in East Asia is noteworthy given that this was not the case in Western contexts. GMA was found to be the best predictor of overall job performance in both East Asia and Western contexts. The incremental validity of the FFM traits over GMA (.05) is a bit larger in East Asia than in Euro-America (.03 - .05). Second, the apparent cross-national variations across East Asian countries were found to be mostly artifactual.

### **Major Findings, Contributions, and Implications**

#### ***The Importance of Extraversion in East Asia.***

The importance of Extraversion in East Asia may come as a surprise because it is neither the most valid nor generalizable FFM trait in Euro-America, where the most valid FFM trait was Conscientiousness following by Emotional Stability. East Asian organizational cultures emphasizing interpersonal relationships may partly explain this (Kim, Cable, & Kim, 2005). Most Asian employees typically regard successful interpersonal relationships, i.e., “guanxi” in China and Taiwan, “inhwa” in South Korea, and “wa” in Japan, as one of the most critical factors determining their occupational success. For instance, attending after-work social gatherings are often regarded as a part of their jobs or as important opportunities to develop deeper relationships with their supervisors and peers. Who can make the most of this type of organizational culture? It is believed that extraverts are more likely to do better in establishing effective interpersonal relationships (social networks) and making the most of the social gatherings, resulting higher performance evaluations (Zimmerman, 2008).

***South Korea: More Similar to North America than Other East Asian Countries.*** Why is South Korea, among all East Asian countries, most similar to North America in this research context? Since the 1980's, a large number of Korean scholars studied in the U.S. and returned to South Korea as professor and professional in private and public sectors. A quick survey by the author based on ten major universities in South Korea revealed that more than 90% of South Korean management professors at the major universities received their final degree from universities in North America. Another reason may be that South Korea has the most Westernized management system by adopting western management standards. Lastly, it is noted that the largest number of validation studies based on etic personality measures (e.g., the NEO-PI-R) have been conducted in South Korea.

#### ***The Economic Power of East Asia and the Importance of Understanding East Asia.***

The economic power of East Asia over the world economy is enormous and rapidly growing – as of 2006 the six East Asian countries' trading scale amounts to 20% of the entire world (98 countries) and 1.76 times larger than that of the United States. Europe, Canada, and the U.S. combined have over 800 million people, whereas the population of East Asia is over 1.6 billion. As such, there is good reason for us to know more about East Asia. For example, it is getting more difficult for the U.S. to do business without economic connections with East Asian countries given that many East Asian countries have been their large-scale trading partners. All in all, this study is a useful resource to understand East Asia particularly in terms of international HRM (staffing).

### **Summary**

Earlier, Barrett and Bass (1976) argued that organizational scientists' heavy reliance on Western cultural contexts “puts constraints upon both our theories and our practical solutions to organizational problems” (p. 1675; see

also Landy and Cote, 2007, p. 32). In this study, I attempted to address this gap by examining the operational validity of the FFM traits, both absolutely and relative to GMA in East Asia. Overall, this study showed that two FFM traits, namely *Extraversion* and *Conscientiousness* were found to be most valid in predicting overall job performance in East Asia; *Conscientiousness* and *Emotional Stability* were found to be the two most valid FFM traits in Euro-America. This study also showed that the apparent East Asian variations per any given trait were considerably, if not entirely, due to second-order sampling error. I hope that the current study contributes to international HRM research by providing both “global” and “local” researchers and practitioners with timely meta-analytic solutions.

### Footnote

1. It is noted that *Conscientiousness* shows negative operational validity (-.03) in Japan, which is odd given extensive previous research supporting its positive validity. It is due to the unexpected positive validity (.17) of the *Recklessness* facet (lack of high levels of caution), which, when combined with the other facets of *Conscientiousness*, further decreases the overall validity of *Conscientiousness*. Given this oddity, we decided to use .20 (estimated without Japan) as the East Asian mean operational validity of *Conscientiousness*.

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### Appendix A

#### Meta-analyses of the Validity of the FFM Trait Measures for Overall Job Performance by Personality Band-width with Japanese Samples

Predictor <sup>a</sup>	(1) $\hat{r}$	(2) $\hat{\rho}_{xp}$	Predictor <sup>a</sup>	(1) $\hat{r}$	(2) $\hat{\rho}_{xp}$	Predictor <sup>a</sup>	(1) $\hat{r}$	(2) $\hat{\rho}_{xp}$
<b>Emotional Stability</b>			<b>Extraversion</b>			<b>Openness</b>		
Confidence (Self-Assurance)	.04 <sup>c</sup>	.05	Activity	.10 <sup>c</sup>	.14 <sup>d</sup>	Reform	-.04 <sup>c</sup>	-.06
Emotionality <sup>b</sup>	-.02 <sup>c</sup>	-.02	Vitality	.13 <sup>c</sup>	.18 <sup>d</sup>	Ideas	.17 <sup>d</sup>	.25 <sup>e</sup>
Nervousness <sup>b</sup>	-.03 <sup>c</sup>	-.05	Social Introversion <sup>b</sup>	-.09 <sup>c</sup>	-.13 <sup>e</sup>			
Despondence <sup>b</sup>	-.05 <sup>c</sup>	-.07	Extraversion	.14 <sup>d</sup>	.19 <sup>d</sup>			
Resilience	.10 <sup>d</sup>	.14 <sup>e</sup>	Action	.02 <sup>d</sup>	.03			
			Leadership	.22 <sup>d</sup>	.31 <sup>e</sup>			
<b>Agreeableness</b>			<b>Conscientiousness</b>					
Independence	-.04 <sup>d</sup>	-.06 <sup>e</sup>	Reflection (Prudence)	-.03 <sup>c</sup>	-.05			
Reason <sup>b</sup> (Lack of Empathy)	.12 <sup>d</sup>	.17 <sup>e</sup>	Achievement Motivation	.07 <sup>c</sup>	.09			
			Cautiousness	-.05 <sup>c</sup>	-.06			
			Persistence	-.02 <sup>c</sup>	-.03			
			Recklessness <sup>b</sup> (Lack of Caution)	.09 <sup>d</sup>	.12 <sup>e</sup>			

Note: Column content is as follows: (1) sample size weighted mean observed correlation; (1) mean operational (true) validity.  
<sup>a</sup> This FFM classification was chosen through a series of discussions with a number of Japanese I/O psychologists and personality test developers (Takahashi, Naito, Masuda, Imashiro, & Mochinushi, 2008 personal communication).  
<sup>b</sup> When compiled into the corresponding FFM traits, these scales were reverse coded.  
<sup>c</sup> k = 75, N = 16,768-16,845.  
<sup>d</sup> k = 24, N = 4,420.



Correspondence regarding this manuscript should be sent to In-Sue Oh, Department of Management, School of Business, Virginia Commonwealth University. Email: [insue.oh@gmail.com](mailto:insue.oh@gmail.com).

This study is fully based on the author's PhD dissertation completed under the supervision of Drs. Frank L. Schmidt and Michael K. Mount at the University of Iowa, Iowa City, IA. The PhD degree was officially conferred to the author on May 15, 2009.

## Summary of Recent Listserv Discussion Thread

The [IPAC-List](#) has been quite active over the past few months. Recently, there was an interesting discussion thread on the listserv about differential sex norms on physical ability tests. The discussion thread involved different individuals, including **Elizabeth Reed** and **Winfred Arthur**. The following is a thoughtful summation of the discussion by Elizabeth Reed, Columbus Civil Service Commission.

When it comes to physical exams one needs to consider whether you are testing for physical fitness or physical capability. If the job analysis demonstrates a need for physical fitness, then measure of fitness for a women is different than for a man, the same is true of age. As an example, a "fit" woman may only need to do 30 push-ups to be fit for her age, while a "fit" man of the same age may need to do 45 push-ups to meet the same standard of fitness. When testing for physical fitness, the test should be age and gender modified.

By contrast, a physical capability exam, measures whether a person is capable of performing some physical aspect of the job. For example, the job requires the ability to lift a 50 lb object, the need to perform that function is the same regardless of gender. If one determines that this requirement should be tested prior to entry into the job, then the standard to pass should be the same for all. Age and gender modifications would be inappropriate.

I believe the original question was posed as a physical fitness test, rather than a physical ability/capability exam. If this is so, age and gender modifications would be appropriate — assuming of course, that the validation has been properly conducted and demonstrates that the level of physical fitness is job related. For those who may think this would let you off the hook in terms of validation, please think again. If you assume that once you make age and gender modifications there will not be adverse impact, you may find that you are wrong. Note, that I did not suggest norming by gender or age, but rather a comparison to a standard level of fitness for each. Therefore, it does not guarantee the groups women and men who apply and take the exam will equally compare to standard. You may still have an exam that exhibits adverse impact.



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**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](http://www.giop.org).

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**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](http://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](http://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](http://www.mppaw.org).

**Personnel Testing Council of Arizona (PTC/AZ)** — PTC-AZ serves as a forum for the discussion of current issues on personnel selection and testing. It encourages education and professional development in the field of personnel selection and testing and advocates the understanding and use of fair and professionally sound testing practices. For more information about PTC-AZ, contact Vicki Packman, Salt River Project at 602-236-4595 or [vspackma@srpnet.com](mailto:vspackma@srpnet.com) or visit the PTC/AZ website accessible through the IPAC website at [www.ipacweb.org](http://www.ipacweb.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](http://www.ipacweb.org).

(Continued from page 22)

**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](http://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](http://www.ipacweb.org).

**Society for Human Resource Management (SHRM)** — Contact [www.shrm.org/education](http://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](http://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](http://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](http://www.co.san-bernardino.ca.us).



## Upcoming Conferences and Workshops

### JULY

- 6-9 Psychometric Society. Annual Meeting. Athens, GA. Contact: [www.psychometrika.org](http://www.psychometrika.org).
- 11-16 International Congress of Applied Psychology. Melbourne, Australia. Contact: [www.icap2010.com](http://www.icap2010.com).
- 14 PTC/MW. Luncheon Meeting. Speaker to be announced. GMU, Arlington, VA. Contact: [www.ptcmw.org](http://www.ptcmw.org).
- 18-21 International Personnel Assessment Council. Annual Conference. Newport Beach, CA. Contact: [www.ipacweb.org](http://www.ipacweb.org).
- 19-21 International Test Commission. Conference. Hong Kong. Contact: [www.intestcom.org](http://www.intestcom.org).
- 31-Aug 5 American Statistical Association. Annual Convention. Vancouver, Canada. Contact: [www.amstat.org](http://www.amstat.org).
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### AUGUST

- 6-10 Academy of Management. Annual Conference. Montreal, Canada. Contact: [www.aonline.org](http://www.aonline.org).
- 12-15 American Psychological Association. Annual Convention. San Diego, CA. Contact: [www.apa.org](http://www.apa.org).
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### SEPTEMBER

- 27-Oct 1 Human Factors & Ergonomics Society. Annual Conference. San Francisco, CA. Contact: [www.hfes.org](http://www.hfes.org).
- 27-Oct 1 International Military Testing Association. Annual Conference. Lucerne, Switzerland. Contact: [www.internationalmta.org](http://www.internationalmta.org).



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If you have regional organization news or an item to add to the calendar, please contact the Editor by e-mail at [jpo-laki@mdta.state.md.us](mailto:jpo-laki@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.)*

## 2010 IPAC Officers

### **President**

**Michael A. Willihnganz**

Chief, Human Resources  
CalPERS Human Resources  
Division  
(916) 795-0636  
(916) 795-4001 (fax)  
[Michael.Willihnganz@calpers.ca.gov](mailto:Michael.Willihnganz@calpers.ca.gov)

### **President-Elect**

**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](mailto:Julia.Bayless@sodexo.com)

### **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](mailto:financial@ipacweb.org)

### **Secretary**

**Ann Gonter**

HR Strategies Manager  
Georgia Department of Revenue  
1800 Century Blvd, Suite 2225  
Atlanta, GA 30345  
(404) 417-2150  
(404) 417-2141 (fax)  
[ann.gonter@dor.ga.gov](mailto:ann.gonter@dor.ga.gov)

## 2010 IPAC Board Members

### **Bryan Baldwin**

Staff Services Manager  
California Dept of Justice  
1300 I Street, Suite 720  
Sacramento, CA 95814  
Tel (916) 322-5446  
[bryan.baldwin@doj.ca.gov](mailto:bryan.baldwin@doj.ca.gov)

### **Warren Bobrow**

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

### **Christine Parker**

PDRI, a PreVisor Company  
3565 Ellicott Mills Drive  
Suite 200  
Ellicott City, MD 21043  
(202) 243-9314  
(443) 445-6911 (fax)  
[chris.parker@pdri.com](mailto:chris.parker@pdri.com)

### **Shelley Langan**

Manager, Assessment Services  
CPS HR Services  
241 Lathrop Way  
Sacramento, CA 94815  
Tel (916) 654-8538  
Fax (916) 653-1353  
[slangan@cps.ca.gov](mailto:slangan@cps.ca.gov)



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### 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](mailto: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](mailto:elcomnet@ipacweb.org)

### 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](mailto:dd1@uakron.edu)

### Bemis Memorial Award Nomination

#### Mike Willihnganz

Chief, Human Resources  
CalPERS Human Resources Division  
(916) 795-0636  
(916) 795-4001 (fax)  
[Michael.Willihnganz@calpers.ca.gov](mailto:Michael.Willihnganz@calpers.ca.gov)

### 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](mailto:warren@allaboutperformance.biz)

### Training/Workshops Committee

#### Shelley Langan

Manager, Assessment Services  
CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815  
(916) 654-8538  
(916) 653-1353 (fax)  
[slangan@cps.ca.gov](mailto:slangan@cps.ca.gov)

### Conference Host Committee

#### Marianne Tonjes

Executive Director  
CODESP  
20422 Beach Blvd. Suite 310  
Huntington Beach, CA 92648-4377  
(714) 374-8644  
[marcodesp@aol.com](mailto:marcodesp@aol.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](mailto: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](mailto:leefriedman1406@yahoo.com)

### Conference Program Committee

#### Shelley Langan

Manager, Assessment Services  
CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815  
(916) 654-8538  
(916) 653-1353 (fax)  
[conference@ipacweb.org](mailto:conference@ipacweb.org)

### Nominations/Bylaws Committee

#### Mike Willihnganz

Asst HR Director  
County of Napa  
1195 Third Street, Suite 110  
Napa, CA 94559  
(707) 259-8720  
(707) 259-8720 (fax)  
[Michael.Willihnganz@countyofnapa.org](mailto:Michael.Willihnganz@countyofnapa.org)

### Continuity Committee

#### 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](mailto:Julia.Bayless@sodexo.com)

### 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](mailto:L2899J@lvmpd.com)

## 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](mailto: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*, 5<sup>th</sup> 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](mailto:jpolaki@mdta.state.md.us)

### Associate Editor

#### 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](mailto:richard.tonowski@eeoc.gov)



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