

# MAPAC ♦ NEWS

MID-ATLANTIC PERSONNEL CONSORTIUM, INC.

Winter 2002

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## **WEBSITE:**

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## **MEMBERS**

### **CITIES**

Baltimore, MD Philadelphia, PA  
New York, NY Rochester, NY

### **COUNTIES**

Fairfax, VA  
Prince George's, MD

### **STATES**

Delaware New York  
Maryland Ohio  
New Jersey Pennsylvania

### **OTHER**

City University of New York  
MD Department of Transportation  
Metro Washington Airport Authority  
NY State Unified Court System  
Port Authority of N.Y. & N. J.  
School District of Philadelphia  
U.S. Postal Service  
Immigration and Naturalization Service  
N.Y. City Transit Authority

## **P**RESIDENT'S **P**ODIUM

**Elliot Lasson, Ph.D.**

I'm back. So much for term limits! As you all know, because of some recent career changes by members of the MAPAC Executive Committee, it made sense for me to continue on as President. It gives you another year to do things to me like trash my hotel room. All kidding aside, I look forward to being in this capacity for another year and I am excited about what lies ahead for the organization.

Just to keep you current on changes in the MAPAC leadership. Our new President-Elect is Amy Bauer of the Maryland State Highway Administration. We were delighted that she agreed to be nominated and we look forward to great things. As President-Elect, she will chair the Program Committee. She has "hit the ground running", by turning around the planning for the next Conference with great skill and alacrity. We all know that hotel negotiations and presenter solicitation requires calls and many follow-up calls. We all look forward to the great Winter 2002 Conference that she has put together.

On that note, the Winter 2002 Conference will take place in Baltimore from January 30-February 1. The venue will be the same it was last time it was held in Baltimore. I'll just call it the "Lord Baltimore Hotel", because that is what it is most famously known as. (Every couple of years, they change to a different corporate affiliation; now it's a Radisson.) It is a historic property that, most importantly, has given us a good deal and attentive service. As for nightlife, it is

walking distance from all of the famous Downtown Baltimore attractions. It is expected to be a great program with some new presenters in addition to returning favorites. I realize that travel budgets and authorizations may have been cut for many in the MAPAC community recently. But, I hope that the upcoming Conference will be as well attended as possible. Please pay attention to the various deadlines so that reservations and registrations are received on time.

One of the other exciting areas of growth has been the MAPAC-sponsored training that has take place in cooperation with the State of Maryland. Two cohorts of personnel professionals have just completed the modules in the *Personnel Assessment Certificate Program*. This was initiated by Steve Serra of the MD Department of Budget and Management to provide high-quality training, made easily accessible to personnel professionals in customer agencies. This training program has resulted in the upgrade of the skills in many relevant areas for these individuals.  
**(Continued on page 2)**

## ***Features***

### **Business Meeting Report Fall 2001**

### **Conference Highlights**

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**President's Podium (Continued)**

Personally, I have just completed the facilitation of the Statistics training together with Charley Sproule. This module was the last of the series offered in 2001. The Statistics module was actually brand new and kudos to those who helped put the materials together. The other modules included T & Es, Orals, Job Analysis, Exam Planning, and Item Writing. As you may know, a similar successful program was conducted in the State of New Jersey last year. I think that this is a great model which other MAPAC jurisdictions are encouraged to emulate. Now that the training materials for each module have been developed and updated, the program can easily be offered in other jurisdictions.

Speaking of training, the new head of the Training Committee is Melanie Pursel of the Maryland State Highway Administration. She has been instrumental in developing the aforementioned training materials and has plans to make further fine-tune edits. We welcome Melanie into this role and we know she will do a great job.

Personal editorial aside: Both Amy and Melanie are former students of mine at the University of Baltimore in the graduate I/O Program. It's great to see such professional development in such a short period of time. I guess that all of those classes where I kept them until 10:45 PM have paid off dividends.

I would also like to take this opportunity to acknowledge the continuing service of our Treasurer Will Martin. He is the consummate professional in many ways. His detail orientation is a necessary prerequisite for this post and he has kept our books in great shape over the past couple of years.

I would like to encourage everyone in the MAPAC community to volunteer their assistance, whether formally on a committee or otherwise. We need help in a couple of areas. One is to contribute summaries for the MAPAC Conference presenters and send them off for publication the MAPAC newsletter. Another project is to review the MAPAC Bylaws. These are up on the website ([www.ipmaac.org/mapac](http://www.ipmaac.org/mapac)) for review. If anyone would volunteer to sit down and meet (perhaps

at the next Conference) to review them and recommend revisions, that would be very helpful to the organization.

Finally, on behalf of MAPAC, I would like to express our continued support and concern to our colleagues at the Port Authority of NY/NJ. Many of their colleagues as well as their building perished in the attacks of September 11. They are now in temporary quarters in New Jersey. They anticipate moving to a more permanent location in New York City in the near future. We hope to make a return trip to New York City for a Conference soon in order to express our solidarity with both the Port Authority and New York City. //

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**Secretary's Report**  
**MAPAC Business Meeting**  
**October 11, 2001**  
**Will Martin**  
**Secretary**

Meeting called to order by President Elliot Lasson. Roll call taken; quorum confirmed with the following 13 member agencies present: States of Delaware, Maryland, New York, Ohio, and Pennsylvania; Counties of Baltimore MD and Fairfax, VA; City of Rochester, NY as well as Maryland Department of Transportation; Immigration & Naturalization Service, New York City Transit Authority, US Postal Service and the NYS Unified Court System.

Elliot Lasson opened the meeting by acknowledging the September 11, 2001 8:48 a.m. attack on the World Trade Center and suggested a moment of silence in respect for the losses suffered by the Port Authority of NY and NJ, a valued MAPAC member agency. It was pointed out that the Port Authority of NY and NJ hosted our last meeting at the World Trade Center in May of this year.

Dr. Lasson announced the City of Baltimore's withdrawal from MAPAC membership effective January 1, 2002. In addition, it was announced that

Robyn Talesnik, current MAPAC President-Elect, resigned from public service with the Maryland Department of Transportation to spend more time with her family. Consequently, the membership needs to elect a new President for the year 2002 and a President-Elect who will serve as program chair in the year 2002 and assume the office of President in January 2003. Elliot as well as other member representatives present reflected upon Robyn's significant contribution to MAPAC as the Chairperson of the MAPAC Training Committee for several years as well as the current program chair. MAPAC extends its best wishes to Robyn and her family.

### Reports

#### **Treasurer's Report:**

Will Martin presented the treasures report indicating a balance of \$12,616.13 remaining in the MAPAC account. It was again noted at this meeting that as cost savings measure, the October meeting is being hosted by the Commonwealth of Pennsylvania.

#### **Communications Committee:**

Elliot Lasson again reminded members that Sylvia Franklin, Prince George's County is responsible for publishing the MAPAC newsletter. Members having articles and reports to be included in the newsletter were reminded to send Sylvia information in a timely manner.

#### **Training Committee:**

Amy Bauer reported that progress continues to be made on the Statistics for Selection Specialists course that is nearing completion. In recognition of the duties Amy will be assuming as President-Elect (Program Chair) for 2002, it was acknowledged that a new Training Committee Chair would need to be selected; Melanie Pursel, an Employee Selection Specialist at the Maryland State Highway Administration was selected.

#### **Program Committee:**

Amy Bauer reported on behalf of Robyn Talesnik indicating that Robyn had all but completed work on the program presentations to be presented at the Fall meeting. Member agencies were encouraged to offer

suggestions and ideas for topic presentations for future meetings.

### Old Business

Dr. Lasson reported that he and Will Martin did meet during the May MAPAC meeting to discuss and review the current MAPAC Bylaws to determine if any may be in need of revision. It was agreed that the by-laws and their current structure should be formally reviewed. It was further recommended that a taskforce be created to formally consider the issues related to by-law review and any subsequent proposed revisions.

### New Business

Elliot reported with pleasure that a former MAPAC President, Paul Kaiser, who is now the Director of the New York State Civil Service Commission Operations, was selected as the 2001 recipient of the IPMAAC Stephen E. Bemis Memorial Award. MAPAC is proud to acknowledge its roll in supporting Paul Kaiser's nomination for this coveted award.

In view of the President-Elect vacancy, Elliot Lasson offered to continue service to MAPAC as President for the year 2002 if the membership desired. After a brief discussion of the bylaws and finding no prohibition to the continuation of service of a sitting President, Leroy Sheibley nominated Elliot Lasson as President; Christine Connelly seconded the nomination. No further nominations being offered from that floor and a discussion of Elliot's continuing service and contributions to MAPAC as its current President, Elliot was unanimously elected as MAPAC's President for 2002 by acclimation. Thereafter, Elliot opened the floor to nominations for President-Elect for the year 2002. Christine Connelly nominated Amy Bauer; Leroy Sheibley seconded the nomination. No further nominations were offered. After a brief discussion of Amy's qualifications and past dedication given to the MAPAC as Training Chair, Amy was unanimously elected as MAPAC's President-Elect for 2002 by acclimation.



# CONFERENCE HHIGHLIGHTS

## FALL CONFERENCE REVIEW

Pennsylvania State Civil Service Commission  
Harrisburg, Pennsylvania

### Using Logic-Based Measurement to Transform Reading Comprehension Questions into Powerful Measures of Reasoning

Robert Simpson  
Mary Anne Nester, Ph.D.  
U.S. Immigration and Naturalization Service

In their presentation, Robert Simpson and Mary Anne Nester, Ph.D. introduced Logic-Based Measurement (LBM) as an alternative to reading comprehension questions for assessing reasoning in selection tests. Both LBM questions and reading comprehension questions require test-takers to read a passage and make an inference about the information in the passage. However, there are key advantages to utilizing LBM questions. In LBM questions, the inference is formal; the correctness of the key is guaranteed by the correctness of the logical formula. While in reading comprehension questions, the inference is informal; the correctness of the key is based on the judgement of the review panel. LBM also offers a taxonomy that represents a wider range of inference processes than reading comprehension questions. Sampling from this taxonomy ensures that questions cover this range.

Additional advantages of LBM questions include (1) the ability to replicate the logical formulas that are used on the job, (2) demonstration through 18 criterion-related studies that LBM questions are excellent predictors of training success and job performance, and (3) excellent psychometric statistics in item analysis, requiring less item-writing in test development.

A disadvantage to using LBM questions is that item writers must spend time becoming familiar with the basic principles of logic. The first step to understanding LBM is to learn to diagram a sentence logically. There are four parts of a logical statement: the quantifier (all, no, some), the subject term (noun), the verb (to be), and the predicate term (noun, adjective, adjectival phrase or clause). In the example, *All computers are tools*, *All* is the quantifier, *computers* is the subject term, *are* is the verb, and *tools* is the predicate term. Based on this example, four basic statements of two-set logic can be made: 1. All computers are tools. 2. No computers are levers. 3. Some tools are levers. 4. Some tools are not levers. From these logical statements, valid and invalid conclusions can be made to form multiple choice alternatives.

Parts of a statement can be manipulated by negating terms, exchanging terms, reversing the quality of verbs, and/or changing the quantifier. To negate a term is to alter a term so that the altered term does not refer to the same set of things to which the unaltered term refers, i.e. *attainable goals* and *unattainable goals*. To exchange terms is to precede the predicate term with the subject term, i.e. *All computers are tools* and *All tools are computers*. To reverse the quality of a verb is to alter a verb so that the altered verb has the opposite quality, i.e. *Some tools are levers* and *Some tools are not levers*. To change the quantifier is to replace a given quantifier with one of the remaining two quantifiers, i.e. *all* or *no* or *some*.

Once familiar with the basic principles of logic, the next step is to create or adapt a taxonomy of logical formulas. A taxonomy defines the content domain of the reasoning construct, both for the job and for the selection test. The presenters provided a handout, *Taxonomy For Reasoning Questions Using Logic-Based Measurement*, which is a valuable resource for building LBM questions. Simply choose a statement for the premise, go to the table in the taxonomy that serves the premise, choose one valid conclusion for the key, and choose several invalid conclusions for the distractors. The presenters also provided *Handouts: Using Logic-Based Measurement to Develop Reasoning Questions*, which gives instruction on understanding logic and how to develop LBM questions, including exercises.

Mr. Simpson and Dr. Nester, in conjunction with the handout materials, provided an informative and easy-to-follow tutorial for learning how to use logic-based measurement in selection tests.

**Presentation Summarized by:  
Lara Bodkin**

## **New York Information Technology Testing System**

**Will Martin  
NYC Department of Civil Service**

### **Introduction**

Will Martin described an electronic system created for 104 local government municipalities in New York State. This system is used to track information obtained from a Job Analysis Questionnaire and employs that information in the construction of custom-made examinations for IT positions.

### **Summary – The Problem**

Due to high competition and turnover, the need to develop an efficient selection process for IT positions throughout the municipalities was identified. Thus, in response to this, the Information Technology (IT) Test System was developed by the New York State Civil Service Board to address that need.

Note that New York State has a decentralized personnel system in which, the individual Civil Service Selection Boards for the 104 municipalities conduct selection. However, the Central Civil Service Selection Board provides exam services to the municipalities.

Here, the presenter explained that his role is to present and promote the system to the local municipalities. This was necessary to insure that local personnel understood and employed the system correctly. The IT Test System was designed by New York State Civil Service staff over the course of 3 years.

### **The IT System**

#### **Overview**

To assist in describing the system, the presenter distributed two handouts to the audience (1) a description of the entire IT Test System and (2) an example of a completed Job Analysis Questionnaire.

The IT Test System is a computerized program, consisting of 6 modules: (1) the Exam Planner, (2) the ITT&E Questionnaire, (3) the ITTT&E Scoring Program, (4) the ITT&E Data Entry Program, (5) the IT Qualifying Test and (6) the IT Qualifying Test Scoring Program.

The system was designed to assist with selection in nine (9) IT functional areas: User Support, Help Desk, Computer Programming, Network Administration, Data Communications, Telecommunications, Business/Systems Analysis, Web Site Development, and Microcomputer Repair.

#### **Job Analysis Questionnaire**

The functions listed above do not represent a comprehensive list of all IT functions. Hence, the first part of the process is to determine if the functions of the job in question are sufficiently similar to those listed. The next step is to determine which functions and job activities are the most essential.

Both of these issues are addressed by assessing the results of the job analysis questionnaire (ITJA) which is completed by the hiring manager. The weighted importance of each of these functions is determined through the ITJA portion of the program. In completing the ITJA, the exact activities performed and the importance of each function to the job is determined. Pages 8 through 16 of handout 1 and handout 2 show the ITJA in its entirety.

#### **The Exam**

The results of the ITJA form the basis for creating a customized test using the Exam Planner program. Exams consist of two components designed for immediate scoring including a weighted T and E (ITT&E) and a qualifying multiple-choice (IT Qualifying test). These exams are designed in such a way that they can be scored immediately. Note that the importance ratings for the functional areas (obtained

from the results of the ITJA) determine the weights of the components in scoring the exam.

The ITT&E is a computer-administered program that consists of self-report data related to (1) degrees obtained, (2) IT-related training courses completed, (3) certifications and (4) significant achievements in job-related functions. To help improve honesty in responding, verification information is required (including the name and address of the institution where the education or experience was obtained). Scoring and reports are generated using the ITT&E Questionnaire Scoring Program.

Similarly, the Qualifying Tests (ITQTEST) are administered via a computer program. The ITQTEST examines logical reasoning and interpreting instructions, work simulation and working effectively with others. A second test plan designed for help desk positions includes a section on User Support. Employing the Scoring Program, the proctor may give candidates a score immediately or later by mail.

### **Other Aspects and Conclusion**

The presenter explained that the system was being used successfully in New York State municipalities. The ITQTEST must be administered through a secured access server to ensure test security. However, future goals for the system include administering the ITT&E to candidates over the Internet. //

**Presentation Summarized by  
Mike Barbier**

## **The Misuse of Work Computers: Theory, Data, and Policy**

Paul M. Mastrangelo  
University of Maryland

Media accounts suggest that many employees engage in counterproductive computer behavior at work, and many employers now have HR policies to combat such behavior. Yet, very little is known about what employees do at their work computers and why they do it. This presentation reviewed models of

counterproductive behavior, analyzed self-reported counterproductive behaviors, and discussed implications for HR policy makers.

Drs. Mastrangelo, Everton and Jolton have developed an *ABCD Model of Counterproductive Computer Use* that is currently being tested in a variety of settings. The model is built on four foundations: Access to Computers and Internet; Breaks from Daily Work Routine; Psychological Climate; and Individual Differences. Early testing of the model with 169 participants in a single setting, using a 41-item survey that asked about frequency of “personal computer use” in the previous six months, revealed these key findings:

- The most common misuse factor was the *socially connecting use* of a work computer for such tasks as checking personal email, instant messaging, and browsing websites. This misuse was more common among younger employees and was not related to access issues, needing breaks, psychological climate, soliciting employee sex, or compulsive computer use. The common analogy applied to this misuse was the company water cooler, where the benefits to employees are to distract and to socialize.
- The second most common misuse factor was using a work computer for completing *personal tasks*, such as ordering flowers or checking movie listings. This misuse is more common among younger employees and is deemed a manifestation of compulsive computer use.
- The least common misuse factor was use of a work computer in acts of *indecent behavior*, such as downloading pornography. This usage is more prevalent when Internet access at work is new. Dr. Mastrangelo speculated that the rate of indecent misuse of work computers may decline during this decade as work computers connected to the internet become more common.

Findings with specific implications for HR policies were these:

- Knowledge of being monitored did NOT correlate with misuse;
- Job satisfaction increased when employees are provided with their own computers;

- The combination of fast Internet access at one's personal workstation enhanced job satisfaction by over one-third of a standard deviation for any individual employee.

Possible HR policies for dealing with computer misuse include these:

- Policies should differentiate indecent use from computer use for personal tasks and social connectivity.
- Employers might consider encouraging the personal use of work computers to increase job satisfaction and relieve work/family stress.
- As definitions of work continue to evolve with technology, strict adherence to rigidly defined HR policies is probably outdated, unobtainable, and unwarranted. //

**Presentation Summarized by:  
Eric Grosse, Ed.D.**

## FEATURE ARTICLES

### *MAPAC Bylaws Taskforce*

David Hamill  
U. S. Immigration & Naturalization

MAPAC has recently formed a taskforce to review its bylaws and existing organizational structure. The purpose of this taskforce is to build upon MAPAC's strong foundation to update its bylaws and to develop a list of opportunities for growth that will improve MAPAC's operations and help to achieve its mission. Specifically, this taskforce will:

- Review MAPAC's bylaws and identify areas that need to be updated,
- Develop a list of recommended changes to the bylaws,
- Review MAPAC's organizational structure,
- Develop position descriptions for MAPAC officers,

- Develop a schedule of annual activities and guidelines for meeting site selections, elections, and transition processes.

The deliverable of this taskforce will be a report containing the taskforce's recommendations, which will be presented to MAPAC member agencies for review and comment. Any proposed changes to MAPAC's bylaws and organizational structure will be voted upon by MAPAC member agencies and approved prior to implementation. The taskforce welcomes any thoughts or suggestions that would buttress MAPAC's mission. Please forward all suggestions and comments regarding this taskforce to David Hamill at (202) 305-1746 or [david.g.hamill@usdoj.gov](mailto:david.g.hamill@usdoj.gov). //

### *Innovations in Assessment Award--2002*

Ilene Gast  
IPMAAC – CHAIR  
Innovation in Assessment Award Committee

The International Personnel Management Association Assessment Council (IPMAAC) is pleased to announce its **2002 Innovations in Assessment Award**. This award recognizes an individual or team of individuals for the development and application of an innovative personnel assessment tool or procedure. The award is open **to any individual or group of employees in the personnel assessment field** responsible for developing and applying an innovative assessment tool or procedure within recent years. You need not be a member of IPMAAC to submit a nomination. **Nominations are due on March 1, 2002.**

The Innovations in Assessment Award will be presented formally at the upcoming IPMAAC Conference, which will be held in New Orleans, LA June 30-July 3, 2002. The winner will receive an engraved plaque to commemorate their accomplishment and a waiver of the conference registration fee for one person. In addition, award recipient(s) will be invited to share their innovation with IPMAAC members during a highlighted presentation at the conference and in an article for IPMAAC's newsletter, the *Assessment Council News*.

The nomination form is now available through IPMAAC's electronic network, the ECN at [www.ipmaac.org](http://www.ipmaac.org). If you would prefer to receive a copy by e-mail or fax, please contact me by phone at (202-305-0590) or electronic mail ([ilene.f.gast@usdoj.gov](mailto:ilene.f.gast@usdoj.gov)). //

## Call for Proposals

**Twenty-sixth Annual IPMAAC  
Conference  
On  
Personnel Assessment  
“Assessment Gumbo”**



**June 30 – July 3, 2002  
New Orleans, LA**

**Proposal Due Date:  
February 15, 2002**

**Submissions for the Student Paper  
Competition  
Accepted Until February 15, 2002.**

**For more information:  
[www.ipmaac.org](http://www.ipmaac.org)**

## *Winter Conference Preview*

### **Mid-Atlantic Personnel Assessment Consortium**



**WINTER 2002 MAPAC Meeting  
January 30 – February 1, 2002**

#### **Conference & Hotel Location:**

**Radisson Plaza Hotel  
Baltimore Inner Harbor  
20 West Baltimore Street  
Baltimore, Maryland 21201  
410-539-8400  
[www.radisson.com](http://www.radisson.com)**



Join us for a rewarding  
and exciting professional development experience:  
**January 30 – February 1, 2002**  
**Baltimore, Maryland**

## **Presentations and Discussion Topics:**

### **Development and Validation of Competency Model**

This one-day workshop will provide participants with information about developing and validating a leadership competency model. Participants will have the opportunity to discuss a general framework for a competency model, compare job analysis and competency modeling and contrast two major approaches to developing a competency model.

### **The Development and Construct Validity of a Measure of Adaptability**

This presentation describes research on the measurement of individual adaptability. The relations between adaptability, cognitive ability and personality will be discussed.

### **Out of Their Own Mouths: A Conditional Reasoning Instrument to Identify Aberrant Self-Promoters**

This presentation looks a new approach to assessing workplace deviance and destructive personality in organizational contexts.

### **Development and Validation of a Firefighter Selection Battery**

Using job analysis methodology, test design, criterion related validation, test administration and results as discussion topics, this presentation describes the development and validation of a firefighter battery that minimizes adverse impact.

### **“Minimum Qualification Necessary for Successful Performance” said the Third Circuit: Is This Where We Are Headed?**

This presentation reviews the legal challenges to cognitive and physical ability tests.

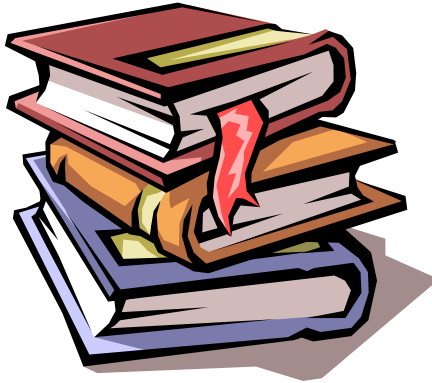
### **Factors Impacting Responses to Items on Self-Report Measures**

This presentation addresses factors that might impact the validity of item responses provided by applicants completing self-report inventories.

### **Adventures in Assessing and Computer-Scoring Job Experience**

The goal of this presentation is to describe the evolving development of a measure of job experience used as part of a competency-based promotional assessment system for selecting supervisors and managers.

## THE BOOKCASE

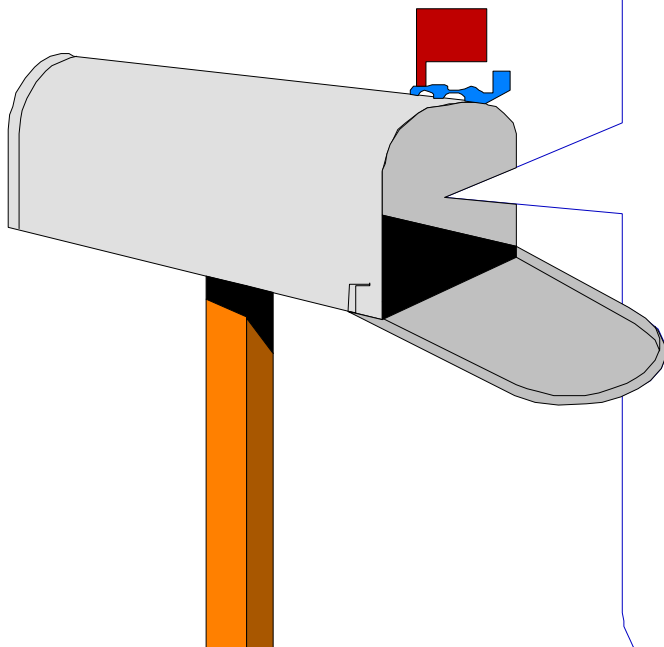


***Job Analysis: Methods, Research, and Application for Human Resource Management in the New Millennium***  
By Michael T. Brannick, Edward L. Levine, November 2001.

***Handbook of Industrial, Work and Organizational Psychology: Personnel Psychology (Volume 1)***  
By Neil Anderson (Editor), et al. Publication date - January 15, 2002

***Peacock in the Land of Penguins,***  
By B. J. Gallagher Hateley, et al.

***The Change Agents: Understanding the New Work Force and the New Workplace***  
By Liz Nickels, October 2001.



### UPCOMING EVENTS 2002

- |                    |  |
|--------------------|--|
| <b>February 4</b>  | <b>Association of Test Publisher.</b> Conference. "Computer-Based Testing." Carlsbad, CA. Contact: ATP, (410) 751-7171 or testpublishers.com             |
| <b>February 28</b> | <b>Society of Psychologist in Management.</b> Conference. San Diego, CA. Contact: Loraine Rieff, (312) 655-1150 or spim.org.                             |
| <b>March 11</b>    | <b>Society for HR Management.</b> Employment Law Legislative Conference. Washington, DC. Contact SHRM, (703) 548-340 or shrm.org.                        |
| <b>March 24</b>    | <b>Human Resource Planning Society.</b> Annual Conference. Miami Beach, Fl. Contact: HRPS, (212) 490-6387 or hrps.org.                                   |
| <b>April 11</b>    | <b>Society for Industrial &amp; Organizational Psychology.</b> Annual Conference & Workshop. Toronto, Canada, Contact: SIOP, (419) 353-0032 or siop.org. |
| <b>April 15</b>    | <b>Society for HR Management.</b> Global Forum. New York, NY. Contact SHRM, (703) 548-3440 or shrm.org.  |