

Quarterly

A publication of the Personnel Testing Council of Metropolitan Washington

Volume II Number 2

June 2006

Quarterly Topic: Selection and Placement Policies and Practices

President's Message

Picture:
Ted Hayes

Is Diversity Good for Business, or is That Notion Just a "Received Doctrine"?

Ted Hayes & David C. Wilson
The Gallup Organization

This story is about how organizations can leverage the diversity of their workforces beyond good corporate public relations into the realm of good corporate performance. This is not about social values – no one sanely argues that discrimination in the workplace based on race, gender, age, disability, etc., is appropriate – but about the dollar-value of active organizational change to engage the activity of associates of a greater variety of demographic backgrounds and conditions. One could argue that diversity as a corporate good is simply a "received doctrine" – that is, simply reiterating that a company will "do well by doing good" will cause it to seem true. We will present data that we suggest shows that the hypothesized link between diversity and

performance is due to the power of inclusion, that this effect is real, and that it's definitely not a received doctrine.

Background Information

A Google search of the term "diversity consultant" in mid-April 2006 resulted in 56,700 web pages. In contrast, the same day there were 9,770 pages for "I/O psychologist." When it comes to the business of diversity, one generally hears any of the following value proposition outcomes: increased diversity will be good for the organization because its mix of employees would more closely reflect the customers it serves; diversity broadens the talent pool since otherwise it's hard to find good employees; or, diversity is good because it wards off "group think" as more perspectives are incorporated. Of course sometimes the proposition is that the diversity effort will help the organization meet its court-imposed affirmative action obligations, but that's another discussion. Whatever the explicit value proposition outcome, the syllogistic reasoning for "diversity" is usually made as follows: it is nearly universally agreed that workplace discrimination is wrong; diversity negates discrimination through (pick one listed

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Upcoming PTC/MW Luncheons and Workshops

June Breakfast Workshop:

Current Legal Challenges in Employment Testing

Kathleen Lundquist,
Ph.D.

*Applied Psychological
Techniques (APT)*

Lawrence Ash, Esq.
Atlanta, GA

*** Special Date ***
Tues., June 20, 2006

July Luncheon:

A Comparison of Tests of Adverse Impact on a Cognitive Ability Test

Lia Meyer, Ph.D.
U.S. Postal Service

Wed., July 12, 2006

August Luncheon:

On-Line Performance Management Processes in Two Private Sector Organizations

Wed., Aug. 9, 2006

President's Message: <i>Hiring Supreme Court Justices: An I/O Perspective</i>	Error! Bookmark not defined.
November Luncheon Summary: <i>The Merit Principles Survey 2005 and Related Research at the Merit Systems Protection Board</i>	Error! Bookmark not defined.
December Luncheon and President's Address Summary: <i>Development and Implementation of a Cross-Occupational Biodata Measure – What We've Done and Where We're Heading</i>	Error! Bookmark not defined.
January Luncheon Summary: <i>What Do Federal Employees Say? Results from the Federal Human Capital Survey</i>	Error! Bookmark not defined.
Trends in Pre-Employment Assessment: <i>What to Look for in 2006</i>	Error! Bookmark not defined.
Legal Watch: <i>Go Time for Internet Applicant Guidance</i>	Error! Bookmark not defined.
Call for Nominations: <i>Stephen E. Bemis Award</i>	Error! Bookmark not defined.
The 2006 PTC/MW Budget is Here!	Error! Bookmark not defined.
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June PTC/MW Breakfast Workshop

Current Legal Challenges in Employment Testing

Kathleen Lundquist, Ph.D.
Applied Psychological Techniques (APT)

Lawrence Ash, Esq.
Atlanta, GA

***** SPECIAL DATE *****
Tuesday, June 20, 2006

8:30 a.m. – 11:30 a.m.

Pier 7 Restaurant, 650 Water Street, SW, Washington, DC

\$25 for students, \$40 members, \$50 non-members

Workshop Registration Information

Sign up via our website, www.ptcmw.org. **The deadline for workshop reservations is 2:00 p.m., Friday, June 16.** Cancel by 2:00 p.m. Monday to avoid having to pay for the workshop.

If you do not have Internet access, you may contact Dr. Lance Anderson at Caliber Associates, Tel: (703) 385-3200, Fax: (703) 385-3206. Please include the following information in your message: name, membership status, menu selection, e-mail address, and telephone number.

Pier 7 Restaurant is located approximately one block south of the intersection of Maine Avenue and 7th Street SW. Free parking up to 3 hours.

Menu: Fresh fruit plate, an omelet of your choice, hash brown potatoes, breakfast pastries, petite breakfast rolls, coffee/tea/decaf, and juice. Choices for the omelet include: Eggbeaters (no cholesterol) plain, Eggbeaters with vegetables, Eggbeaters with ham and cheese, regular egg plain, regular egg with vegetables, or regular egg with ham and cheese.

Special Offer for PTC/MW Members!

SAVINGS OF \$10

As a reward to all of our members who attend the luncheons regularly, PTC/MW is offering discount tickets to *three luncheons for \$50*. These advance tickets can be used for any of the regular PTC/MW luncheons through December 2006. The tickets are transferable to another PTC/MW member, but only one of your tickets may be redeemed at each luncheon.

Tickets can be purchased at the luncheons. You also can purchase tickets directly from the PTC/MW Treasurer, **Sue Hay**, at (703) 696-7422 or mary.hay@osd.pentagon.mil.

Thanks from PTC/MW

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FEBRUARY LUNCHEON SUMMARY

Developing a National Certification Program: Issues and Challenges

Gavan O'Shea

American Institutes for Research (AIR)

This presentation described the American Institutes of Research's (AIR) effort to develop a nationwide certification program within the electrical industry, with a specific focus on several key milestones during the development process where the work's national scope raised interesting issues. These milestones included the development of the job analysis survey, sampling, and data analysis plans, the creation of test specifications, and the item writing process. Each is discussed briefly below.

Step 1: Job Analysis Descriptor Review

The job analysis (JA) that supported the certification program was actually an update of a prior JA, so the first step involved verifying the accuracy and completeness of the existing duty, task, and knowledge/skill/ability (KSA) descriptor lists. This process was initiated by having subject matter experts within the electrical industry review the lists and provide feedback, but was conducted primarily during focus groups with electricians. These groups involved detailed review and discussion of the descriptor lists, and were held at geographically-dispersed training sites across the U.S. To ensure the accuracy and completeness of this review, several strategies were employed, including:

- *Having focus group participants focus on the "big picture."* Rather than having the participants immediately review the descriptor lists, AIR found it helpful to start the focus groups from a more open-ended, "big picture" perspective. To that end, participants were first asked to verbally describe their job's major duties. In many cases, the duties generated by focus group participants corresponded closely with the duties identified in the prior job analysis. There were instances, however, where several duties could be combined to capture an emergent work dimension.
- *Keeping participants focused on how their trade was practiced at the national level when reviewing the lists.* For example, some participants argued that tasks focused on solar energy should be removed, because they had never personally worked in that arena. However, when participants were reminded them that the focus was to obtain a national-level view of their occupation, they agreed that such tasks should remain.

- *Conducting the groups in an iterative fashion, so that key issues generated in early groups could be used to develop probes in later groups.* Many of these probes focused on new technologies that had transformed participants' work since the last JA had been conducted.

Step 2: Job Analysis Survey Design

The focus groups described above resulted in a set of rather extensive revised work descriptor lists (e.g., over 200 tasks). However, as AIR developed the JA survey, we were mindful of the fact that not every respondent would necessarily endorse each descriptor. Indeed, while certain core task/KSA areas describe work characteristic of most electricians, the focus groups taught us that other requirements may be more variable because they reflect either a local region's work requirements (e.g., solar power) or a particular respondent's work experience.

In light of these concerns, AIR designed the JA survey to reflect such potential differences. Specifically, prior to rating a given duty, task, or KSA statement, respondents were asked whether they performed the duty/task (or required the KSA) as a part of their current job. If participants answered "no," they moved on to the next descriptor. If they answered "yes," they provided more detailed ratings for that descriptor (e.g., importance, frequency, difficulty, acquisition requirements). While allowing AIR to investigate potential variation in occupational requirements, this type of design raised a number of important considerations:

- *Missing data, though valid, is generated when respondents answer "no" to the screener question described above.* As such, reliability assessments must be able to accommodate unbalanced/missing data.
- *Inconsistencies are more likely to appear when this design is used.* Raters may rate a task they say they do not perform, or may fail to provide ratings for a task they said they do perform.

Once the survey design phase was completed, AIR employed a stratified multi-stage sampling plan to create a sample and field the JA survey. Specifically, this consisted of selecting electrician training sites during the first sampling stage, and electricians within those sites at the second stage. Because the number of electricians is not distributed equally across the U.S., the selection of training sites was weighted to reflect this geographic disparity by selecting relatively more sites from those regions with more electricians.

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FEBRUARY LUNCHEON, FROM PAGE 3-----

Step 3: Development of Content Specifications

The presentation also covered some of the potentially unique aspects of test content specifications developed for certification purposes. For example, while selection test content specifications frequently focus on a somewhat narrow group of entry-level KSAs, certification test specifications may reflect a broader content range. Considerations related to desired target markets and emerging work trends within a given industry may also impact the content-related focus of certification programs. In short, the goals of a certification program often strongly impact the nature of the test that is created.

Step 4: Item Writing

Finally, Dr. O'Shea briefly described the process employed to develop the certification test items. The subject matter experts who wrote these items were experienced instructors, and many had considerable expertise writing end-of-year multiple choice test items within the context of an electrician training program. Once this group completed an item-writing training session, they were assigned a target number of items to write within a content area (e.g., bending conduit) that reflected their area of expertise. A rigorous review process was then employed to create items suitable for pilot testing.

Dr. O'Shea focused specifically on the challenges raised during the review process by the items' technical content. This situation dictated close collaboration with the client: while AIR's own internal item edits focused on item clarity and readability, the client's technical expertise was utilized to locate any content-related flaws. Additionally, AIR worked closely with the client to verify that their structural improvements did not change the technical correctness of a given item. Another technical challenge faced during the review process involved ensuring the consistent use of terminology and abbreviations across items.

Concluding Statements

In closing, Dr. O'Shea emphasized that the goal of the presentation was to discuss some of the challenges encountered during the test development process and to describe how we dealt with them. In his experience, the strategies and solutions to challenges faced when developing certification programs are inextricably linked to the program's unique goals, structure, and context. The presentation focused on key aspects of work done to date, though there is still much work left to do (e.g., implementation, maintenance, revision).

LEGAL WATCH

Rich Cober

Booz Allen Hamilton

This Legal Watch features a set of developments and decisions with implications for both Federal personnel management and the private sector. One thing that has struck me during my brief tenure as legal correspondent for the PTC/MW Newsletter is the incredible diversity of issues and situations that lead to legal action and judgments within our legal system. This article will feature some of the more pertinent, and interesting, cases and developments that have come to pass over the last couple of months.

From the Federal Sector: The State of Civil Service Reform

From the Federal perspective, past columns in our newsletter have covered the issues wrapped around major legislation for Civil Service Reform (e.g., the Defense Authorization Act and Working for America Act). With the implementation of MaxHR at the Department of Homeland Security and the National Security Personnel System (NSPS) at Defense, Civil Service Reform is becoming a reality. At the core of this reform is movement toward pay for performance management systems, predicated on the ability for management to make better distinctions in and decision around employee performance. The design of new policies and tools to support Civil Service Reform has been hotly contested by labor and management groups – conflict which has most recently manifested itself in a wave of court filings to delay the implementation for various aspects of the DHS and DoD personnel systems (e.g., Judge Rosemary Collyer's decisions against DHS personnel reform that have delayed its implementation and Judge Emmet Sullivan's February ruling against NSPS that scaled back the initial implementation despite not affecting the HR side of NSPS).

As Civil Service Reform spreads to the rest of government, debate is sure to continue regarding the merits of pay for performance for government as well as the validity behind decisions to be made around pay raises, awards, and promotions. Recently, the Internal Revenue Service announced that it passed over 1,400 employees unfairly for promotional consideration. This disclosure was precipitated by a ruling by the Federal Labor Relations Authority last fall that one criterion within the promotion process unfairly eliminated otherwise qualified applicants from promotional consideration. This criterion was a rating of "good potential" for performance in the new job.

This situation provides some very timely food for thought around performance management and succession planning issues within the context of Civil Service reform. Many agencies are in process of re-designing performance management systems in anticipation of moving toward pay for performance systems or to comply with recently issued regulations for performance management at certain employee levels within government (e.g., Senior Executive Service and Managers). Much of this work is coinciding with related efforts to increase attention on succession planning within agencies to anticipate gaps that will emerge with expected retirements in the years to come.

The IRS case highlights a significant concern around performance management and promotional decisions – the job-relatedness of information used for making personnel decisions. In this case, the use of a “good potential” rating was feared to undermine characteristics of the Merit Systems Principles and potentially result in arbitrary decisions and actions. As agencies think about the systems and processes they put in place to measure employee performance and select/promote individuals to take future leadership positions – it is relevant to ask the question “To what extent does the information collected and documented during the performance management process provide a basis for making the case for promotion decisions?” As systems are implemented that are intended to allow managers to make better distinctions around employee performance, the information collected during this process should be better leveraged to make valid management decisions. It is clear that use of criteria such as “good potential” allow for too much real and perceived subjectivity in the decision process and will be difficult to defend as formal components of a promotion criteria set.

From the Private Sector

A few other legal nuggets that can be used at cocktail parties or in the more traditional way of providing good counsel for organizational practice – these come from cases with more private sector leaning, in the interest of balance:

Case #1: Policy for Makeup at Work

In a ruling that reminded me of a case against Hooters from years ago regarding a BFOQ around Hooter’s wait staff being female – the Ninth Circuit found that a grooming rule employed by casino operator Harrah’s Operating Co. requiring females but not males to wear makeup (*Jespersen v. Harrah’s Operating Co.*, 9th Cir., No. 03-15045, 4/14/06). The plaintiff, Darlene Jespersen charged that a policy requiring women to wear makeup, in a tasteful manner of course, while on the job discriminated against women in violation of Title VII of the 1964 Civil Rights Act by subjecting them to job terms to which men are not subjected and requiring them to

conform to gender stereotypes as a condition of employment. In upholding Harrah’s policy by a 7-4 vote, the majority found that there was “no evidence to suggest Harrah’s motivation was to stereotype the women bartenders.” Dissenting opinions did note that Harrah’s failed to provide evidence that wearing makeup was a BFOQ. However, because the argument made by the plaintiff seemed to focus more on her personal preference not to wear makeup rather than whether the policy was a valid BFOQ – the court voted to uphold the policy. Read the judgment online at: <http://caselaw.lp.findlaw.com/data2/circs/9th/0315045p.pdf>.

Case #2: Fun at Work? Not When Others Could Get Hurt

A decision handed down by the Kansas Supreme Court in *Coleman v. Armour Swift-Eckrich* (Kan., No. 94,324, 3/24/06) protects non-participants who are “exposed to the danger created by his or her co-worker’s horseplay through no choice of his or her own.” In such cases where workers are hurt as a consequence of the horseplay of others, to which they did not have an active role, they are entitled to coverage under workers’ compensation. Read the judgment online at: <http://www.kscourts.org/kscases/supct/2006/20060324/94324.htm>.

Case #3: Reverse Sex Bias

Recent judgment in Indiana suggests care should be taken when talking about hiring goals during a selection process. A recent judgment in Indiana found that a man who was among for qualified applicants for a paramedic job at an Alcoa plant in Indiana can proceed with a claim of sex discrimination. In this case, a woman was selected for the job and in the hiring process – and HR official said she would be “seriously looking” at female candidates in making hiring decisions (*White v. Alcoa*, S.D. Ind., No. 3:04-cv-78, 3/27/06). In this case – review showed that HR had neglected interviewer rankings of candidates for the position which meant that the court could not conclude that the same decision would have been made in the absence of discrimination – validating the claim of White in this case.

References

Rutzick, K. (April 14, 2006). *IRS finds 1,400 employees unfairly passed over for promotions*. GovExec.com [online at: <http://www.govexec.com/dailyfed/0406/041406r1.htm>].

Daily Labor Report® (ISSN 1522-5968) Highlights are published daily by The Bureau of National Affairs, Inc. Information for this newsletter collected from a number of March and April 2006 reports.

Organization Man 2.0: Person-Organization Fit and Diversity

Dennis Doverspike

University of Akron

Winfred Arthur, Jr.

Texas A&M University

A government agency, searching for a new project engineer, hires a highly talented individual named Bob Smith for an open position. Bob has a degree from a top engineering school, a number of years of work experience, and finishes first on a competitive examination measuring his past training, experience, and job related knowledge. However, after a few months, it becomes obvious that Bob does not fit with his new work group or with the organization. There are frequent personality clashes between Bob, his peers, and his supervisor. Bob is highly critical of the organization and its operations. Within a few more months it is clear that either Bob will leave or that a decision will need to be made regarding a possible termination.

A company is looking for a new mechanical engineer and considers a candidate from a top school named Mary Jones. Mary is highly qualified but when interviewed by various managers, it is their judgment that Mary does not fit their image of the prototypical successful engineer in their company. Mary is rejected for the job because the company decides that she does not match their engineering personality profile. In response, Mary files a sex discrimination suit, arguing that she was not hired for the job because she did not match the stereotyped image of engineers, all of whom are male.

The hypothetical scenarios described above represent the two sides of person-organization (P-O) fit. A failure to pay attention to issues of P-O fit can lead to unhappy employers, disgruntled employees, and turnover. On the other hand, there is a danger that an over-emphasis on P-O fit may lead to the rejection of highly qualified candidates who do not meet the standard organizational image of a person in that job category.

P-O fit can be defined in terms of the match between an individual's attitudes, personality and values, and the organization's personality, culture, and climate. For example, according to the precepts of P-O fit, if you have a laid back organization, and hire a very assertive and aggressive job applicant, that individual will be unhappy in your organization due to a lack of fit.

Of course, the idea that an individual should fit an organization is one that has been frequently attacked, perhaps most effectively in the book by William H. Whyte titled *Organization Man*, which was published in 1956. The common basis of the attack on fit is that it leads to a situation where all employees have to match or

correspond to a common prototype, that is, they have to fit the mold. As a result, it is argued that an emphasis on P-O fit leads to decreased diversity and creativity among an organization's employees.

Organization's may not only emphasize P-O fit among current employees, they may also recruit and select for P-O fit among job applicants. The use of P-O fit in hiring leads to potential concerns regarding its impact on the selection of members of protected classes. In this article, we will briefly look at how person-organization fit is measured, what the research evidence reveals about person-organization fit, and then discuss the implications of selecting for person-organization fit on diversity.

Measuring P-O Fit

The measurement of P-O fit has usually been accomplished in one of four ways:

1. through interviews conducted by recruiters, peers, supervisors or managers;
2. through formal individualized assessments conducted by psychologists;
3. using congruence-based instruments that calculate a difference score, or similar measure such as a correlation, between the preferences of the job candidate and the predominant style of the organization;
4. based on scores from forced-choice instruments that investigate the preferences of job candidates.

There have been a number of criticisms of various measures of fit, in particular the difference score or congruence methods. In addition, recent meta-analyses suggest that although P-O fit may predict work attitudes and turnover, it has weak to non-existent correlations with performance measures. Thus, P-O fit measures are not necessarily empirically related to actual job performance; that is, a person who does not fit in an organization may be unhappy but they can still be a very productive employee when performing their job.

Implications for Diversity

In the past, a major criticism of the idea of P-O fit was that it forced individuals into a gray flannel box. When used for selection purposes, reliance upon P-O fit may not just force individuals into a box it may also keep certain individuals out of the organizational box. One could make a case that P-O fit could be used to perpetuate the demographic status quo in organizations. This would occur because often over time organizations tend to move toward a state of homogeneity where selection and promotion decisions are made so as to reflect the backgrounds and personality types of dominant individuals in the organization. The subjective nature of fit and the homogeneous nature of some organizations may result in biases against members of

designated protected classes when P-O fit is used in personnel decision making.

Thus, selecting based upon P-O fit may reduce ethnic diversity in organizations. The extent to which this will occur will depend upon the degree of adverse impact present in the P-O fit measures.

A second potential concern would be if there was an interaction between the weight placed on P-O fit and protected group status. Under this scenario, the issue would not be differences between groups in terms of mean P-O fit scores, but the possibility that managers might believe P-O fit was more important for members of protected classes. For example, a manager of an engineering department might believe that male candidates automatically fit his profile for new engineers. On the other hand, he might believe that female candidates have to demonstrate or prove that they fit.

A third problem area involves the subjective nature of P-O fit measures, especially those based upon an interview. The impact of stereotypes on employment decisions has been realized for many years. The use of subjective P-O fit assessments raises the possibility that such measures could allow for the introduction of intentional discrimination against members of underrepresented groups who could be more readily described as not fitting the organization (e.g., rejecting women from a fire department or older workers from a software development company because they do not "fit" the profile of either the department or company, respectively)..

Recommendations

P-O fit is important to organizations. Individuals who are high in P-O fit are more likely to have positive work attitudes and to be happier at work. However, it is important that organizations ensure that an emphasis on P-O fit does not lead to decreased diversity among applicants and new hires. Since P-O fit measures may be subjective, it is also critically important that such decisions not reflect intentional or unintended biases.

We would recommend that the best and safest approach is to ensure that P-O fit measures predict job performance, or at least predict turnover. However, some additional recommendations would be to:

- ✓ Continuously audit P-O based selection measures for any evidence of intentional or unintended bias.
- ✓ If any bias is found in an audit, appropriate steps should be taken to remove the cause of any such bias.
- ✓ If subjective measures of P-O fit are used, make sure all raters are adequately trained.
- ✓ Use P-O measures that include organizational values such as a concern for diversity.

- ✓ Conduct empirical studies to demonstrate the relationship between P-O fit measures and job performance or other important organizational criteria.

Many of us, especially individuals who receive Ph.D.s, have what could be described as unique or idiosyncratic personalities. That does not mean we cannot be productive employees, even in highly traditional organizations. If fit is important to happiness, then employers should develop interventions aimed at assisting all individuals with the process of acculturating to the climate of the organization.

PTC

PRESS RELEASE

EEOC Issues Policy Guidance Specific to Race and Color Discrimination

New Compliance Manual Section and Question & Answer Fact Sheet Address Wide Range of Contemporary Workplace Issues

Wednesday, April 19, 2006

WASHINGTON – The U.S. Equal Employment Opportunity Commission (EEOC) today issued a new Compliance Manual section updating guidance on how Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment on the bases of race and color. The EEOC also issued a companion question-and-answer fact sheet. These resources, available on the Commission's Web page www.eeoc.gov under Race/Color Discrimination are designed to assist in identifying and responding to instances of discrimination, and to help prevent discrimination in the first place.

"This comprehensive guidance will assist employers, employees and EEOC staff in understanding how Title VII applies to a wide range of contemporary discrimination issues," said EEOC Chair Cari M. Dominguez.

Vice Chair Naomi C. Earp said, "Although employment opportunities for people of color have improved dramatically over the years since 1964, EEOC's job, and that of our many partners, will not be completed until all of our nation's workplaces are free of unlawful discrimination."

Echoing that theme, Commissioner Stuart J. Ishimaru observed, "We can only become one nation if we are able to bridge the racial divide, and today the EEOC takes another step toward that end. Issuing this chapter reaffirms the EEOC's commitment to the vigorous

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enforcement of Title VII's prohibitions against race and color discrimination in the workplace."

The new materials cover issues related to evaluating allegations of discrimination; providing equal access to jobs through the recruitment, hiring and promotion processes; and addressing harassment and retaliation. In addition to the Commission's website at <http://www.eeoc.gov/>, the new Compliance Manual section is also available through the EEOC's Publications Distribution Center at (800) 669-3362 voice or (800) 800-3302 TTY.

In addition to Title VII of the Civil Rights Act of 1964, which prohibits discrimination based on race, color, sex, religion and national origin, the EEOC enforces the Age Discrimination in Employment Act; the Equal Pay Act; Title I of the Americans with Disabilities Act, which prohibits discrimination against qualified individuals with disabilities in the private sector and state and local governments; the Rehabilitation Act of 1973's prohibitions against disabilities discrimination in the federal government; and sections of the Civil Rights Act of 1991.

----- PTC

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As you know, PTC/MW is a great venue for professional development and networking. The value of your membership will only increase with more people becoming involved. We are looking forward to a great year and want you and your friends to be a part of it!

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To learn more, contact PTC/MW President **Ted Hayes** at (202) 715-3154 or ted_hayes@gallup.com.

Workplace Discrimination: A Legitimate Business Concern *

Erika Hayes James
University of Virginia

Discrimination lawsuits rank among the leading types of business crises faced by organizations in the United States, with the number of class-action discrimination lawsuits against U.S. businesses rising more than 100 percent in 2003 (Frank, 2002; ICM, 2004). Class-action lawsuits represent a grievance brought by one or more individuals against a company whose actions have harmed a group or class of people in a similar way. When such cases are recovered successfully, either by settlement or trial, all members of the class receive a portion of the amount paid by the offending organization. Despite their frequency, and in some cases notoriety, understanding how and why firms respond the way they do to discrimination lawsuits is a topic that has received little attention. Given their potential for damaging a firm's reputation, its financial standing, and employees' perceptions of fair treatment, it is important to examine the nature of these lawsuits and, more specifically, firms' handling of them.

Workplace discrimination occurs when employers engage in actions – whether deliberate or unintentional – that fundamentally favor one group over another, and when unfair treatment harms one or more employees protected by civil rights legislation. The 1964 Civil Rights Act designated categories for which unfair or unfavorable treatment in the workplace may be labeled discrimination. These categories include: race, gender, religion, national origin, and disabled or veteran status.¹ Civil rights laws are far reaching, prohibiting discrimination in a number of work-related areas (Gutman, 1993).

The Civil Rights Act of 1991 gave further protections to employees by increasing the opportunity for them to file discrimination claims against their employers. Employees responded to this statute vigorously in the form of individual and class-action lawsuits (Goldman, 2001). In addition to the financial costs associated with such lawsuits, they can also threaten a firm's reputation, impede its ability to attract a talented workforce, adversely affect employee morale and commitment, and increase the likelihood of recurring claims of discrimination (James & Wooten, 2005; Wooten &

* This article is based on a larger research project, a portion of which was presented at the Industrial Organizational/Organizational Behavior (IOOB) Student Conference in March, 2006.

¹ In a case decided in 1986, the U.S. Supreme Court determined that sexual harassment was a form of treatment discrimination protected by Title VII of the Civil Rights Act (Foy, 2000).

James, 2004). In short, class-action discrimination lawsuits can represent a human resources-related crisis situation for firms.²

To be clear, although the potential damage that a discrimination lawsuit may cause is great, as with other types of crises, it is not necessarily the lawsuit itself that is most harmful to the organization. Rather, it is a firm's response to the lawsuit that can cause the most damage. In cases where a firm's handling of a crisis is perceived as fair for the organization, its members, and those harmed in the crisis, the consequences of the crisis should be less severe than in cases where firms are believed to have been dishonest, self-serving, or incompetent at resolving the problem. The costs associated with discrimination are real, and there are a number of reasons why organizational leaders must be concerned, not only about discrimination lawsuits, but also about developing appropriate strategies for managing these crises.

Firm Responses to Discrimination Lawsuits

In a recent investigation of firm responses to discrimination lawsuits Wooten and uncovered some intriguing results. Not only are there multiple response strategies or paths for responding to and resolving these lawsuits, but the way in which firms respond is heavily linked to the type of discrimination that they are facing. In other words, firms accused of racial discrimination follow a different resolution path than firms accused of age discrimination, which follow a different path than firms of sexual harassment, and so on. There are some common features in firm responses to discrimination. For example, almost all firms initially publicly deny the allegations. This denial is typically followed by an internal investigation into the claims of discrimination. All the while, the firm engages in rhetoric reinforcing a denial posture. It is here, where the similarity ends and where differences in resolution processes emerge based on discrimination type. In particular, there are 4 paths to resolving a discrimination lawsuit.

Path #1

Firms accused of age, religious, and disability-based discrimination adopted a response strategy that can best be characterized as direct or straight forward. Essentially, the firms continue to deny the allegations of discrimination but do little else to draw attention to themselves or the lawsuit. Following the declaration of

class action status, these firms move relatively swiftly toward legal compliance, which typically involves a

settlement with the alleged victims. The average time to resolution for the firms who follow this path is 23 months.

Path #2

Firms accused of sexual harassment followed a very different path than those firms described above. Most notable about sexual harassment cases is that stakeholders external to the firm mobilize in very public and adversarial ways against the firms. Groups such as the National Organization for Women (NOW) were among the most prevalent groups speaking out against firms accused of sexual harassment. Even more interesting, however, is how firms react to these mobilized parties. Not only do they vociferously continue to deny the allegations, but they "fight back" by blaming, and in some cases threatening, their accusers and those that sympathize with them. In addition to this type of retaliation, firms that face sexual harassment charges tend to adopt a set of behaviors that impede or manipulate the progress of the lawsuit. The data show that these lawsuits take twice as long as all other forms of discrimination to resolve – 49 months.

Path #3

Race-based discrimination lawsuits tend to point firms down yet another path toward resolution. As with the sexual harassment cases, firms accused of racial discrimination are subject to anti-firm demonstrations and other mobilized activity. Unlike their counterparts accused of sexual harassment, these firms did not engage in an adversarial relationship with these groups, nor with their alleged victims. Rather, once the mobilized groups emerge, firms accused of racial discrimination frequently change from denial posturing to a stance that conveys a more sympathetic tone. Moreover, in some cases, these firms communicate apologies or even admissions of guilt. Irrespective of the evidence against the firms, firms embattled in race discrimination claims were the only ones to adopt this more conciliatory tone. It is important to clarify that not all firms that faced racial discrimination acted in this way; but race discrimination was the only type of discrimination that elicited such behavior by firms. Finally, the resolution strategy of the firms in this path included both a legal settlement and the adoption of behaviors that were above and beyond requirements of a legal mandate. In fact, some of the resolution strategies can be characterized as initiatives that would lead to fundamental organizational and cultural change around diversity practices. The average resolution time for race-based lawsuits was 33 months.

² The passage of the *Class Action Fairness Act* in 2005 restricts class action lawsuits arising from workplace discrimination. Under this new legislation, class action suits filed in a state court with the potential for at least 100 members must be transferred to a federal court. In general, it is more difficult for workers to pursue class certification in a federal court system (<http://www.laborresearch.org/story2.php.378>).

Measuring Working Memory in Firefighter Applicants: Validity and Adverse Impact

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As the technological sophistication of jobs increase, the ability to process and apply new information is becoming an increasingly important skill for employees to possess. In addition, the explosive growth of available information makes information processing an essential KSAO for most jobs. In such an environment, all selection practitioners have probably faced, or will face in the future, a situation in which they have to design a selection tool for a job that requires the ability to quickly process and integrate information.

A common way to measure this ability to process information efficiently is through reading comprehension tests such as the verbal SAT test. In this type of tests, individual are asked to read a paragraph and answer several multiple choice questions based on the information they just read in the paragraph. Unfortunately, if selection practitioners follow this traditional approach and use traditional measure of reading comprehension, they open themselves and their organization to an entire set of problems.

What Do Traditional Reading Comprehension Tests Measure?

Traditional measures of reading comprehension tend to show substantial levels of average differences among racial groups or adverse impact between black and white test-takers. In fact, the magnitude of racial group mean differences found on reading comprehension tests matches the mean difference reported for measures of general intelligence (Schmitt, Claus & Pulakos 1996; Chan & Schmitt, 1997). This level of adverse impact is especially troubling given the extensive critique in the cognitive literature about the suspect construct validity for these tests. For example, Katz et al (1990) have argued that the Verbal SAT and similar reading comprehension tasks are psychometrically flawed because applicants do not need to read and comprehend the passages to correctly answer the questions. In fact, they showed that participants were able to perform better than chance on as many as 72% of the items on the reading portion of the SAT even when they were not given the passages.

In short, background knowledge that is unrelated to comprehension, influences reading comprehension test performance. These studies suggest that people who come into the testing situation with background knowledge of the passage content may perform better than those who are not as familiar with passage content. This background knowledge could include cultural knowledge or information that is more accessible to certain racial groups. In addition, there is evidence from

studies on differential item functioning (DIF) that suggests Blacks and Whites may differ in background knowledge and experiences, thereby resulting in differential test performance (Scheuneman & Gerritz, 1990). Taken together, these findings strongly suggest that traditional measures of reading comprehension abilities are biased against those who do not share the same background or cultural knowledge as the test developers. If this is true, it compromises the construct validity of the reading comprehension test by measuring something that the test does not intend to measure.

The Promise of Working Memory

Given these issues, the central question driving the present study is how can applicants' ability to efficiently comprehend and process new information be assessed in a construct valid manner that minimizes the background knowledge requirements for doing well on such tests? Drawing on contemporary theories of cognition, we argue that more construct valid measures of reading comprehension might be designed to measure the underlying cognitive processes that influence information processing. Such an alternative test might best be conceptualized within the context of working memory (WM) theory.

Briefly, working memory has been identified by cognitive researchers as the control center for complex cognitive tasks including language comprehension, mental arithmetic and tasks that involving storing & processing information. Working memory capacity is defined as one's ability to simultaneously allocate cognitive resources, store information and process information. Because information processing tasks, such as reading, involves processing and storage components, it is reasonable to assume that measures of working memory span would provide valid measures of information processing. According to working memory (WM) theory, individuals with less working memory capacity are at a disadvantage when it comes to integrating newly encountered information because they have less capacity to keep the earlier information active as they encounter new information. Indeed, a meta-analysis by Daneman and Merikle (1996) showed that working memory measures are good predictors of reading comprehension. Working memory measures such as reading span were the best predictors of comprehension, correlating .41 and .52 with global and specific tests of comprehension, respectively.

Purpose of the Present Study

The present study draws upon the cognitive literature and explores working memory tests as a potential alternative to traditional tests used to assess information processing capacity. In spite of the promise of working memory, there are a few issues of concern before working memory can be used in selection settings. The first is

test administration. The traditional working memory tests are used in lab settings and are thus, designed to be administered individually. Clearly, this would make the cost of using such tests prohibitive in a selection context. To resolve this issue, we adapted an individually administered working memory test version for administration to a large group by presenting the test using video based presentation that was similar to a traditional working memory test.

Second, working memory tests might have low face validity in a selection setting. Most tests of working memory involve the test taker identifying and counting target shapes over a series of slides and then recalling the number of target shapes in their proper presentation sequence after a distracter is presented. For example, in a 2 sequence working memory item, the test taker could be asked to count the number of red dots (buried among a number of other shapes and colors) s/he sees in 2 separate slides. After they see both slides, the test taker is presented with a distracter and then has to write down the number of red dots they saw in slide one and slide two. To reduce these face validity concerns, we changed the shapes to job relevant items. Specifically, given that we were testing entry-level firefighter applicants, the shapes were various firefighting equipment (e.g., fire-engines and hoses).

Method and Results

The working memory test modified for group administration was taken by 1027 entry-level firefighter applicants. The test was administered in a large hall that allowed a maximum of 400 applicants to take the test simultaneously. The test was administered to all firefighter applicants in a single day. In addition to the working memory test, the applicants completed a traditional paper and pencil reading comprehension test. We hypothesized that working memory would be positively correlated with the test of reading comprehension and would show lower adverse impact on black test-takers.

The group administration working memory test showed acceptable levels of reliability (Cronbach's alpha = .78), thus making it comparable to individually administered working memory tests. As hypothesized, we found that individual scores on the working memory measure were positively related to the traditional reading comprehension scores ($r = .40$; $p < .05$). Our finding is consistent with the magnitude of relationship between working memory and reading comprehension reported with the individually administered working memory tests. Finally, we found that the group administered working memory test showed substantially lower racial group mean differences (Black-White difference = 0.45 standard deviations) as compared to the traditional test of reading comprehension showed substantially greater

racial (Black-White difference = 0.77 standard deviations). Thus, this study provides support for both our hypothesis.

Implications for Practice

Overall, the results were consistent with our expectations. We found that we could capture information processing capacity with a test that showed less adverse impact. While there are many unanswered questions (e.g., applicant reactions to such tests, predictive validity of such tests), our initial findings on this large sample of actual applicants is very promising. We believe that the obtained reduction in adverse impact is due to the enhanced construct validity of the working memory test and the elimination of items which may be influenced by cultural or background knowledge. Given our results, this test can be potentially be used to identify applicants who can efficiently process information., While the target stimuli will have to be adapted in each organization, this test could probably be used to select individuals across a variety of jobs.

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PRESIDENT'S MESSAGE, FROM COVER -----

above: closer employee/customer match, broader talent pool, less group think); what counteracts workplace discrimination is good; ergo diversity is good.

Bluntly put, simply increasing the amount of demographic group variation doesn't by itself directly lead to greater profitability, employee retention, or customer satisfaction. If it did, every organization would do it. Yet, for various reasons, organizations ritualistically endorse the "more diversity is better" mantra. This has led some psychologists to label concepts such as the benefits of diversity as a received doctrine (Barrett, Illingworth, & Rosen, 2004), that is, a nostrum we wish to be true because all right-thinking people agree with it. While Barrett et al. focused largely on sex stereotyping as a received doctrine, nevertheless they listed "the relationship of diversity and performance" as among the roster of received organizational doctrines.

How Does Diversity Really "Work"?

We propose that there is a missing link in the study of workplace diversity. The amount of demographic group representation by itself is less important than the management of inclusion and the executive-level strategic vision to make diversity a core organizational value. (For grad students out there, think of management inclusiveness as a mediating variable.) It is more than having a poster on the wall or a paragraph in the employee handbook. Organizations that want to have the proposed outcomes of diversity need to have habitual management practices that engage the talents of all associates and make them feel included, regardless of the demographic group that the associate belongs to.

The evidence for this assertion is very recent. In December 2005, The Gallup Organization, with support from Kaiser Permanente, the Society for Human Resource Management, and United Parcel Service, released the results of a nationwide public opinion poll (n=1,022) regarding perceptions of workplace discrimination and engagement in the US (see also Wilson, 2006). For the purposes of this article we will focus on two groups: respondents who reported being discriminated against at work based on race, gender, or age; and those who did not report discrimination.

The workplace engagement (Harter, Schmidt, & Hayes, 2002) of these respondents was also assessed in the poll. Employee engagement is an empirically valid index of workgroup performance. It subsumes overall satisfaction, pay satisfaction, morale, etc. and relates to productivity, retention, and safety, among other outcomes. Workgroup morale has also been shown to be related to workplace performance in multiple studies (e.g., Schneider, Hanges, Smith, & Salvaggio, 2003). Thus its inclusion as a criterion variable has construct validity.

Table 1 shows the correspondence between level of engagement at work and whether the individual reported being discriminated against. Of those who reported experiencing discrimination at work, 63% were in the lowest third of employee engagement scores. That is, those who reported being discriminated against were 70% more likely to be in the bottom third compared to the top two-thirds of engagement scores. Among those who did not report being discriminated against, 29% were in the bottom third of engagement; the ratio of disengaged to engaged in this sample is .41. Note that the inverse is that respondents not reporting discrimination are $1/.41 = 2.44 = 144\%$ more likely to be in the top two-thirds of engagement scores compared to the bottom third of scores. The ratio of ratios for disengagement -- i.e., $1.70/.41$ -- means that respondents who reported discrimination were 315% more likely than those who did not report discrimination to be in the bottom third of engagement scores. We cannot make conclusions regarding causation -- for some respondents, discrimination may have preceded low engagement and for others it may have been the reverse. Nevertheless, workplace discrimination is strongly related to low engagement.

Table 2 shows the interrelation of company diversity policy on employee engagement. All respondents in this analysis had reported not being discriminated against at work. There is a clear linkage between perceived strength of the employer's diversity policy and the respondent's engagement at work. In fact, following the analysis logic illustrated above, respondents who had not been discriminated against yet who rated their employer's diversity policy as weak were 22% more likely to be in the lowest third than in the top third of

Table 1. Relationship Between Workplace Discrimination and Workplace Engagement

Level of Engagement (Q12)	Experienced Discrimination?	
	Yes	No
Upper Third	9%	37%
Middle Third	28%	34%
Lower Third	63%	29%
Approx. Sample Size (unweighted)	N=162	N=795

Table 2. Relationship Between Workplace Diversity Policy and Workplace Engagement

Level of Engagement (Q12)	Strength of Company's Diversity Policy		
	Strongest Policy	Medium	Weakest Policy
Upper Third	66%	24%	16%
Middle Third	26%	45%	29%
Lower Third	8%	31%	55%
Mean Q12 score (max score = 5)	4.41	3.83	3.46
Sample Size (unweighted)	N=283	N=284	N=191

engagement. In contrast, respondents whose employer's diversity policies were strong were 11.5 times more likely to be in the top two-thirds of engagement rather than in the bottom third.

Taken together, Tables 1 and 2 combined show that workplace discrimination and workgroup disengagement are strongly linked. Also, at the strategic corporate level, a strong diversity policy is strongly linked to workplace engagement. While the study shows that relatively few workers report having experienced discrimination, the findings also reveal that if employees believe that their organization truly emphasizes diversity and takes action when discrimination occurs, this perception has an enormous impact on workplace attitudes such as job satisfaction and engagement.

Other data from the same poll touched on the relation between corporate policies and personnel behavior. In brief, respondents who rated their company's diversity policy as weak had on average about 4.75 missed work days per annum v. 3 missed work days for those who thought their company's policy was strong. Of those rating their company's policy as weak, 47.8% planned on staying with the company for at least a year, but among those who thought their company's policy was strong, this figure was 83.9%.

Two limitations of these data should be mentioned. First, as we said before, discrimination could have preceded disengagement or vice-versa. Second, no workplace criterion performance measures were assessed independently when these data were gathered. However, given that two large peer-reviewed studies have supported the role of engagement on workgroup performance (Harter et al., 2002; Schneider et al., 2003), our data-based argument using these poll results provide a construct-level empirical basis for further study of the links between workplace performance, inclusion as a strategy, and discrimination as a reality.

These empirical effects are not limited to these data. In fact, separate data from proprietary client work in the US shows that higher inclusiveness and engagement, when

combined with more equitable male/female ratios at work, lead to higher performance than only having more equitable male/female ratios. Similar results were found in a comparable Gallup poll conducted in June 2005 in the United Kingdom. These results will be combined with the current data at a later time.

Behavioral scientists should be distinguished from other social scientists at the very least by their insistence on empirical data supporting claims to truth. The absence of data in the world of social science leads to justification based on what people believe to be true, i.e., received doctrine. When it comes to the relation of diversity and performance, the data show that it's not having a greater amount of diversity in your headcount that matters – *it's the management that matters.*

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Job Hunt a Challenge For Disabled: Employers Wary Despite Applicants' Qualifications

Monday, April 10, 2006

Ellen Simon

The Associated Press

NEW YORK – Bruce Morgan knew he was in for a long job search.

Morgan has a strong résumé and a master's degree in business administration, but he also has cerebral palsy, which affects his speech. After his company, Nabisco, was bought by Kraft Foods Inc., his 25-person department was laid off on the same day in 2004.

Some of his colleagues planned to take time off. Morgan, a triathlete, piano player and father of three, started looking even before the layoff.

Over the next 19 months, he had 125 in-person meetings and sent a monthly e-mail update to 1,600 people. Sometimes he was merely discouraged; once he felt he was discriminated against so blatantly that he filed a complaint with the Equal Employment Opportunity Commission. Near the end of his search, Morgan, who lives in Pompton Plains, N.J., was so disheartened, he started his own computer repair business.

The Americans with Disabilities Act, passed in 1990, prohibits discrimination against people with disabilities, yet the employment rate for those with disabilities has been nearly flat for almost 20 years.

Only 34 percent of working-age people with disabilities had full-time or part-time jobs in 1986. In 2004, the figure was 35 percent, according to surveys done by the National Organization on Disability in conjunction with the Harris Survey. People without disabilities have an employment rate of 78 percent.

People with disabilities are nearly three times more likely to live in poverty than people without disabilities; 26 percent of people with disabilities had a 2004 annual household income below \$15,000, versus 9 percent of those without disabilities, the survey found.

"Employers still have fears and misconceptions about people with disabilities," said Nancy Starnes, vice president and chief of staff at the National Organization on Disability, a non-profit focusing on the participation of people with disabilities in all aspects of community life.

Starnes, who has used a wheelchair since 1973, when a plane crash left her paraplegic, has made a career of trying to open doors for other people with disabilities.

"I heard a lot of very, very disheartened people who were trying to look for work," she said.

While their disabilities ranged widely, their message was the same. "They were asking, in some cases, pleading, 'Can't you help me try to get a job? I'm having a very difficult time

finding an opportunity, finding an employer who will just give me a chance,'" she said.

Advocates for the disabled try everything to open doors, from events where college students with disabilities spend a day with an office worker to poetry contests.

"My mom without her job is like a baseball player without a bat. My mom with her job is like a cat lover with 20 cats," wrote Diamond Clark, age 12, whose mother works as a data entry clerk through New York City's FedCap, a non-profit that serves 3,000 people with disabilities a year with job training and placement.

People who train disabled workers not only have to find willing employers, they have to prepare their clients for a tough search.

Students who have spent their school years in special needs classes also have to adjust quickly to the less sheltered world of work.

Chef instructor Matthew Sywhaho teaches culinary students at FedCap's Career Design School. The students staged mock interviews with graduates of the program.

"Every time you go out, there's 400 people going out for the same job," Sywhaho told the students, who have severe learning disabilities. "What are you going to do to differentiate yourself from the other 399?"

"My No. 1 goal," he said later, "is to keep them from being scared, to keep them from being scared of new opportunities."

He gave them daily verbal tests and took them shopping for unfamiliar foods, such as white eggplant. For their graduation, the students prepared and served a seven-course lunch. Each new course was greeted with applause.

Between courses, Joann Kelly, whose son Terrell, 19, was in the class, said, "The job market is rough, but seeing what can be done, how far he has come, I believe he can prosper."

The students are still sheltered, said Robyn Saunders, a career placement specialist at FedCap. One received a job immediately after an interview, spent a day working in the kitchen and never returned. She now tries to place two graduates in the same kitchen so they aren't entirely surrounded by the unfamiliar. So far, her success rate is good; less than two months after graduation, six of the nine graduates have jobs.

Morgan, 44, eventually landed a job, too, after meeting a Deloitte & Touche partner at an awards lunch sponsored by Just One Break, a non-profit that helps find jobs for people with disabilities.

Morgan is now a tax manager at Deloitte & Touche in Parsippany, N.J.

Thinking back to his job search, he said, "I think sometimes people feel -- not at Deloitte, but at other jobs -- 'If someone handicapped can do the work that I do, what does that say about me?'"

WORKPLACE DISCRIMINATION, FROM PAGE 9-----**Path #4**

Lastly, the data revealed another path toward lawsuit resolution. This path depicts a subset of race discrimination lawsuits and is noteworthy in that the distinguishing feature of the firms in this category is that they did not engage in denial rhetoric or defensive behavior. Rather, these firms received little public attention and achieved resolution more quickly than any other type of discrimination (21 months). The resolution strategy for these firms included both legal settlements and the change initiatives described for Path #3 firms. Further examination of the firms in this group compared to the others revealed that all of them had experienced a similar discrimination lawsuit within the preceding 10 years. One reasonable conclusion, then, is that some firms learn from their experiences with discrimination, and that learning encourages a set of behaviors focused on discretion and expediency.

So what does all of this mean? For starters, organizational leaders and human resource professionals should be aware of the tendencies that exist with respect to how firms respond to discrimination. These tendencies suggest that there are powerful yet subtle influences on firms when faced with allegations of discrimination. One of these forces is the legal environment. Because civil rights legislation is different for sexual harassment claims relative to other forms of discrimination, firms react to the pressures of the law differently. In addition to the legal environment, there are other organizational audiences that, despite not having formal power or authority over a firm, are quite influential in how firms react to accusations of discrimination. In the case of race-based discrimination, for example, civil rights and religious leaders seem to be able to prompt firms to concede. Such mobilization was met with more resistance, however, in sexual harassment cases. Again, this may speak in part to differences in legislation for the two types of discrimination. It may also suggest that there are such strong racial taboos in U.S. society that firms respond to allegations of racial discrimination with fear.

Audiences React to How Firms Respond to Lawsuits

To test whether firm responses matter to organizational audiences, James and Wooten (2005) conducted a study in which respondents were asked to evaluate the extent to which various organizational responses to a discrimination lawsuit affected their perceptions of the firm and their willingness to recommend the firm as a potential employer to friends. Respondents were instructed to read three scenarios depicting a firm's response strategy following allegations of discrimination. The scenarios varied from one that reflected purely denial-based rhetoric, defensive behaviors, and legal

compliance, to one that conveyed more apologetic rhetoric, corrective measures and legal compliance.

Results showed that respondents rated the later response significantly more favorably, indicating that not only do audiences distinguish organizational responses, but that their assessment of how firms respond may in fact affect their behavior. In this case, respondents would be less likely to recommend a firm as a potential employer if it adopts denial rhetoric and defensive behavior following claims of discrimination. These findings are particularly meaningful in light of firm desires to attract and retain top talent in their organization.

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David Van Rooy, Marriott International, Inc.

Student Members

Eric A. Kidwell, George Mason University

Jessica L. Morage, University of Central Florida

Natasha Perreault, University of Baltimore

Congratulations To...

Dr. John Campbell (University of Minnesota) for being awarded the American Psychological Association's (APA) 2006 Distinguished Scientific Award for Applications in Psychology. Dr. Campbell is being honored for his many different contributions to the field of Industrial and Organizational (I/O) psychology, in particular his contributions to theories of job performance and its measurement. For the official announcement from APA, see http://www.apa.org/science/psa/mar06_sciaward.html.

Transitions

After 21 years of Federal service, **Dr. Milton Goldsamt** recently retired in April from the Office of EEO Affairs at the Federal Bureau of Investigation, where he served 11 years as a senior research statistician. Prior to that, Dr. Goldsamt worked for 10 years at the Department of Agriculture/National Agriculture Statistics Service as a survey statistician and program analyst, and the Naval Personnel Research and Development Laboratory as a Supervisory Personnel Research Psychologist. He plans to return to consulting work in these same areas, including employment discrimination, survey research, statistical data analysis and program evaluation.

*Have news to share with your PTC/MW colleagues? Send to **Mike Ingerick**, PTC/MW Newsletter Editor, at (703) 549-3611 or mingerrick@humro.org.*

JOB ANNOUNCEMENTS, FROM PAGE 17-----

Analyst conducts adverse impact analysis of test results; and works with various software and databases to record, store, and analyze test results.

To qualify, you must have a B.A. or B.S. degree in Human Resource Management, Psychology, Quantitative Measures or an allied field or comparable work experience. Prefer graduate degree in Human Resource Management, Psychology, or allied field. Must have some experience in conducting position analysis studies and adverse impact analysis; prior experience in an administrative support position. Prefer some project management experience; experience using SPSS, ParTest, and ParScore software. Must have a working knowledge of theories and methodologies governing test development and validation; must be detail-oriented and proficient in the use of Microsoft Word, Access, and Excel. Must have excellent oral and written communication skills. Travel is 20%.

Amtrak offers a competitive benefit package. Send your resume including salary history to Amtrak-Human Resources, ATTN: 50132973 (PTC/MW), 60 Massachusetts Avenue, NE, Washington, DC 20002; E-mail: hremp@amtrak.com. Amtrak is an Equal Opportunity Employer (EOE) committed to employing a diverse workforce.

☞☞☞

Project Specialist. The International Association of Chiefs of Police (IACP) (www.theiacp.org) is seeking a creative Project Specialist for its Center for Testing Services and Executive Search in Alexandria, VA. Will provide consulting services to police agencies to include personnel testing, assessment centers, executive search, proposal development, database management, and client billing.

Requirements: B.A. degree (M.A. in I/O Psychology preferred); minimum 3 year experience in personnel testing/evaluation; attention to detail; excellent oral/written skills; advanced Word/Excel/data entry skills. Salary \$44,000-\$47,500 DOQ. Excellent benefits. To apply, submit a cover letter detailing position being applied for, resume and salary history to: jobs@theiacp.org or by mail to: HR, IACP, 515 N Washington St., Alexandria, VA 22314. For additional information, visit www.theiacp.org. Deadline - Until filled. IACP is an Equal Opportunity Employer (EOE).

☞☞☞

Principal Research Scientist. Personnel Decisions Research Institutes, Inc. (PDRI) is seeking a Principal Research Scientist for its Arlington, VA, office. The Principal Research Scientist (Program Manager/Team Leader) position is accountable for planning and directing

a major research program or staff group. This position is responsible for designing and marketing programs, establishing and maintaining contacts with potential sponsors to identify project opportunities, and contributing to the maintenance and expansion of the company's client base. The incumbent in this role manages all aspect of the staff. In addition, the incumbent in this position is part of project teams and directs research projects.

Requirements for this position include a PhD or equivalent experience in a relevant discipline, with demonstrated skill in planning, conducting, and managing applied consulting/research activities and staff. Extensive (typically at least 10 – plus years) post-PhD-level experience as a full-time consultant/researcher is required. The successful incumbent should also have proven Federal government contracting, project management, and business development experience, including an extensive network of contacts with whom the company can generate new business, preferably in new program areas.

U.S. citizenship is necessary and the individual may be required to obtain government security clearances. Persons with an active TS/SCI clearance are strongly encouraged to apply.

If you are interested in applying for this position, please visit our website at previsor.com, or email your resumé to IORecruiting@previsor.com.

☞☞☞

Senior Staff Scientist. Personnel Decisions Research Institutes, Inc. (PDRI) is seeking a Senior Staff Scientist for its Arlington, VA, office. The Senior Staff Scientist position directs highly complex and challenging research/consulting projects involving selection and promotion system development and validation, performance management and career development, system design and training needs analysis and training design. This position is responsible for technical oversight quality, timeliness, project budget management; serves as the primary interface with customers. This role also provides direction, supervision, and mentoring for more junior staff in conjunction with project work and has business development responsibilities, including expansion of business on existing contracts and development of new business.

Requirements for this role include a Ph.D. in industrial/organizational psychology or equivalent experience in a relevant discipline and demonstrated skill in planning and conducting consulting/research projects.

Typically, the incumbent in this position has 6-10 years of post-academic consulting/research experience. Federal government consulting and business development experience is preferred.

U.S. citizenship is necessary and the position will likely require obtaining a high-level government security clearance. Persons with an active TS/SCI clearance are strongly encouraged to apply.

If you are interested in applying for this position, please visit our website at previsor.com, or email your resumé to IORcruiting@previsor.com.

☞☞☞

Senior Research Scientist. Personnel Decisions Research Institutes, Inc. (PDRI) is seeking a Senior Research Scientist for its Arlington, VA, office. The Senior Research Scientist position directs consulting and research projects involving selection and promotion system development and validation, performance management and career development, system design and training needs analysis and training design. This position is responsible for technical quality, timeliness, and project budget management as well as serving key customer interface roles. In the area of business development, this position is responsible for expanding business on existing contracts and proposal writing activities.

Requirements for this role include a Ph.D. in industrial/organizational psychology or equivalent experience in a relevant discipline and demonstrated skill in consulting and research projects. Typically the incumbent in this position has 3-6 years of post-academic consulting/research experience. Federal government consulting or business development experience is preferred.

U.S. citizenship is necessary and most positions will require obtaining a high-level government security clearance. Persons with an active TS/SCI clearance are strongly encouraged to apply.

If you are interested in applying for this position, please visit our website at previsor.com, or email your resumé to IORcruiting@previsor.com.

☞☞☞

Research Scientist. Personnel Decisions Research Institutes, Inc. (PDRI) is seeking a Research Scientist for its Arlington, VA, office. The Research Scientist position conducts consulting and research activities and requires working as part of a team on projects involving selection and promotion system development and validation, performance management and career development system design and implementation, and training needs analysis and training design. The position may also be accountable for directing or assisting in the direction of research projects or of particular aspects of more complex and difficult projects. This position is responsible for planning, managing, and implementing

phases and aspects of projects, interfacing with customers, and delivering products on time. Strong interpersonal/consulting, research, and written communication skills are essential.

Requirements for this position include a Ph.D. in industrial/organizational psychology or a related discipline with typically 0-3 years of relevant work experience or alternatively, an M.A./M.S. degree in a relevant discipline and at least 5 years of relevant work experience. U.S. citizenship is necessary and the position will likely require obtaining a high-level government security clearance. Persons with an active TS/SCI clearance are strongly encouraged to apply.

If you are interested in applying for this position, please visit our website at previsor.com, or email your resumé to IORcruiting@previsor.com.

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Research Scientist. Human Resources Research Organization (HumRRO) (www.humrro.org), Workforce Analysis & Training Systems Division, Center for Personnel Policy Analysis. Individual needed to contribute to HumRRO's expanding educational research activities. Projects may include, but not be limited to: quality assurance of educational assessment programs; short- and medium-term evaluation of educational programs and policies; independent validation of psychometric results; literature review of targeted education-related topics; survey development and analysis; curriculum alignment to content standards and test content; focus group and workshop facilitation and phone interviews; in-person interviews of a variety of sources, from classroom teachers to state-level policymakers.

Position requires broad, solid education in educational measurement and policy issues, strong skills in applied research design, methodology and statistics (e.g., SPSS, SAS), and excellent written and oral communication, organizational, and teamwork skills. Must be well versed in measurement principles, test construction, and test validation. Working knowledge of MS Word, Excel, and PowerPoint, willingness to work on a variety of types of tasks and projects, and a desire to learn and develop innovative methods are also needed. Advanced degree required in educational measurement, educational policy, applied psychology, or a closely related discipline. Ph.D. preferred, though an M.A./M.S. degree in a relevant discipline and relevant work experience are encouraged to apply.

Salary commensurate with education and experience. Excellent benefits package. When applying, please refer

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JOB ANNOUNCEMENTS, FROM PAGE 19-----

to Job Announcement APR06-03. Send resume along with cover letter to: Human Resources, HumRRO, Suite 400, 66 Canal Center Plaza, Alexandria, VA 22314: FAX: (703) 549-9025; E-mail: hr@humrro.org. HumRRO is an Equal Opportunity Employer (EOE).

(330)

Research Assistant. Human Resources Research Organization (HumRRO) (www.humrro.org), Employee Assessment & Development Division, Instructional Development and Educational Assessment Program. Individual needed to be part of research team efforts on behavioral science research projects. Duties may include, but are not limited to performing literature reviews; assisting in the development of survey, testing and training materials; collecting, entering and cleaning data for analyses; performing statistical and other analyses to facilitate the interpretation of data; assisting in the development of proposals to secure new research contracts; and assisting with research and implementation projects in the areas of selection, promotion, performance evaluation, career development, program evaluation, workforce planning, and/or training. Individual will also be required to perform some word processing, filing, faxing and copying duties.

B.A./B.S. in behavioral science (i.e., Educational Research, Industrial/Organizational Psychology, Human Resources Mgmt.) or highly related field. One to two years of work experience desirable. Effective written and verbal communication skills, with ability to relate effectively with others and work in a project team environment. Ability to complete tasks independently, effectively and on time. Ability to manage multiple simultaneous task assignments. Must be willing to undertake new challenges. Previous experience with MS Word and MS Excel needed. Skill with MS Access and SPSS highly desirable. Experience with MS PowerPoint preferred.

Salary: \$28,000-\$36,000 commensurate with experience. When applying, please refer to Job Announcement APR06-01. Send resume along with cover letter to: Human Resources, HumRRO, Suite 400, 66 Canal Center Plaza, Alexandria, VA 22314: FAX: (703) 549-9025; E-mail: hr@humrro.org. HumRRO is an Equal Opportunity Employer (EOE).

(330)

Senior Scientist/Senior Staff Scientist. Human Resources Research Organization (HumRRO) (www.humrro.org), Employee Assessment & Development Division, Strategic Human Capital Management Program. Individual needed for project management, proposal writing and presentations, marketing, competency modeling and gap analysis,

workforce planning, program evaluation, HR metrics identification and analysis, strategic alignment, survey development, data analysis, report writing, compensation system development, program evaluation, market pay surveys and other related duties.

M.A./M.S. in HR Management, Industrial/Organizational Psychology, Organizational Behavior or highly related field; Ph.D. preferred. Prefer at least 5 years work experience. Experience with data analysis in SPSS or SAS. Prefer coursework or experience in compensation management and strategic human resources management. Salary \$70,000-\$95,000 commensurate with education and experience.

When applying, please refer to Job Announcement JAN06-04. Send résumé along with a cover letter to: Human Resources, HumRRO, Suite 400, 66 Canal Center Plaza, Alexandria, VA 22314: FAX: (703) 549-9025; E-mail: HR@humrro.org. HumRRO is an Equal Opportunity Employer (EOE).

(330)

Research Scientist/Senior Scientist. Human Resources Research Organization (HumRRO) (www.humrro.org), Employee Assessment & Development Division, Personnel Selection & Development Program. Individual needed to be part of a research team working on projects. Project work may include but not be limited to conducting job analyses; designing and developing assessments for selection, promotion, credentialing, performance evaluation, and career development; designing and implementing research projects; analyzing data; writing reports; and preparing and delivering presentations.

Ph.D. with relevant experience in I/O psychology or closely related field. Statistical programming (e.g., SAS, SPSS) is a strong plus. Effective written and oral communication skills and ability to work independently a must. Salary commensurate with education and experience.

When applying, please refer to Job Announcement JAN06-03. Send résumé along with cover letter and salary requirement to: Human Resources, HumRRO, Suite 400, 66 Canal Center Plaza, Alexandria, VA 22314: FAX: (703) 549-9025; E-mail: hr@humrro.org. HumRRO is an Equal Opportunity Employer (EOE).

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PROFESSIONAL CALENDAR

by *Lance W. Seberhagen, Seberhagen & Associates, sebe@erols.com*

- Jun 5-9** American Psychological Association. Advanced Training Institute. "Structural Equation Modeling in Longitudinal Research." Charlottesville, VA. Contact: APA, 202-336-5954, or www.apa.org/science/ati_sem.html.
- JUN 20 Special Date** *PTC/MW. SPECIAL EVENT! (8:30 – 11:30 am). BREAKFAST WORKSHOP. Dr. Kathleen Lundquist, Applied Psychological Techniques, Darien, CT, and Lawrence Ashe, Esq., Atlanta, GA. "Current Legal Challenges in Employment Testing." Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, ICF-Caliber Associates, 703-934-3674 or www.ptcmw.org.*
- Jun 25-28** IPMA Assessment Council. Annual Conference. Las Vegas, NV. Contact: IPMA-HR, 703-549-7100 or www.ipmaac.org.
- Jun 25-28** Society for Human Resource Management. Annual Conference. Washington, DC. Contact: SHRM, 703-548-3440 or www.shrm.org.
- Jun 29-30** Hogan Assessment Systems, Inc. Workshop. "Certification on Hogan Assessments (HPI, HDS, & MVPI)." Washington, DC. Contact: HAS, 800-756-0632 or www.hoganassessments.com. Discount (\$350 off) for PTC/MW members – list PTCMW2006 on registration form.
- Jun 5-9** American Psychological Association. Advanced Training Institute. "Structural Equation Modeling in Longitudinal Research." Charlottesville, VA. Contact: APA, 202-336-5954, or www.apa.org/science/ati_sem.html.
- Jun 20-23** SEAK, Inc. National Expert Witness Conference & Workshops. Hyannis, MA. Contact: SEAK, 508-547-1111, or www.seak.com.
- Jul 6-8** International Testing Commission. Annual Conference. Brussels, Belgium. Contact: ITC, www.intestcom.org.
- Jul 9-15** Organization Development Institute. OD World Congress. Albufeira, Portugal. Contact: ODI, 440-729-7419 or <http://odinstitute.org>.
- Jul 10-14** American Psychological Association. Advanced Training Institute. "Performing Web-Based Research." Cedar Falls, IA. Contact: APA, 202-336-5954, or www.apa.org/science/ati_wbr.html.
- JUL 12** *PTC/MW. LUNCHEON MEETING. Dr. Lia Meyer, U.S. Postal Service. "A Comparison of Tests of Adverse Impact on a Cognitive Ability Test." Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, ICF-Caliber Associates, 703-934-3674 or www.ptcmw.org.*
- Jul 17-21** American Psychological Association. Advanced Training Institute. "Non-Linear Methods for Psychological Science." Cincinnati, OH. Contact: APA, 202-336-5954, or www.apa.org/science/ati_nlm.html.
- Jul 6-8** International Testing Commission. Annual Conference. Brussels, Belgium. Contact: ITC, www.intestcom.org.
- Jul 9-15** Organization Development Institute. OD World Congress. Albufeira, Portugal. Contact: ODI, 440-729-7419 or <http://odinstitute.org>.
- Jul 26-29** Cognitive Science Society. Annual Conference. Vancouver, Canada. Contact: CSC, 303-327-7547, or www.cognitivesciencesociety.org.
- Aug 6-10** American Statistical Association. Annual Convention. Seattle, WA. Contact: ASA, 703-684-1221 or www.amstat.org.
- AUG 9** *PTC/MW. LUNCHEON MEETING. Dr. David Hamill, Marriott, Washington, DC; Dr. Shannon Fox, Sodexo, Gaithersburg, MD; and David Pollack Sodexo, Gaithersburg, MD. "On-Line Performance Management Processes in Two Private Sector Organizations." Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, ICF-Caliber Associates, 703-934-3674 or www.ptcmw.org.*
- Aug 10-12** EMONET. International Conference on Emotions and Organizational Life. Atlanta, GA. Contact: Neal Ashkanasy, University of Queensland, n.ashkanasy@uq.edu.au or www.business.uq.edu.au/research/emonet.
- Aug 10-13** American Psychological Association. Annual Convention. New Orleans, LA. Contact: APA, 202-336-6020 or www.apa.org.
- Aug 11-16** Academy of Management. Annual Meeting. Atlanta, GA. Contact: AOM, 914-923-2607 or www.aonline.org.
- Aug 23-25** Society for Applied Learning Technology. Conference. "Interactive Technologies for Training and Education." Arlington, VA. Contact: SALT, 540-347-0055 or www.salt.org.

Future SIOP: New York, 4/26-28/2007. San Francisco, 4/10-12/2008. New Orleans, 4/2-4/2009. Atlanta, 4/8-10/2010. Chicago, 4/14-16/2011.

PTC/MW Elected Officers, 2006

Office	Name	Affiliation	Work Phone	E-Mail
President	Ted Hayes, Ph.D.	The Gallup Organization	(202) 715-3154	ted_hayes@gallup.com
Past President	Julia McElreath, Ph.D.	U.S. Dept of Homeland Security	(202) 344-3835	julia.mcelreath@dhs.gov
President-Elect	Cassi Fields, Ph.D.	Fields Consulting Group	(703) 506-9400	cassi.fields@fields-consulting-group.com
Vice President	Jennifer Hurd, Ph.D.	Federal Bureau of Investigations	(202) 324-3921	j_m_hurd@yahoo.com
Secretary	Greg Beatty, Ph.D.	U.S. Dept of Homeland Security	(202) 344-2499	greg.beatty@dhs.gov
Treasurer	Sue Hay, Ph.D.	Defense Manpower Data Center	(703) 696-7422	mary.hay@osd.pentagon.mil
Recorder	John Ford, Ph.D.	U.S. Merit Systems Protection Board	(202) 653-6772	johnf@us.net

PTC/MW Committee Chairs, 2006

Committee	Name	Affiliation	Work Phone	E-Mail
Nom/Elections	Julia McElreath, Ph.D.	U.S. Dept of Homeland Security	(202) 344-3835	julia.mcelreath@dhs.gov
Membership	Alana Cober, Ph.D.	Transportation Security Administration	(571) 227-1812	alana.cober@dhs.gov
Legal	Rich Cober, Ph.D.	Booz Allen Hamilton	(703) 984-0134	cober_rich@bah.com
Newsletter	Mike Ingerick, M.A.	HumRRO	(703) 549-3611	mingerick@humrro.org
Website	W. Benjamin Porr, M.A.	George Mason University	(703) 617-0331	wporr@gmu.edu
Training	David Hamill, M.S.	Marriott International	(301) 380-3239	david.hamill@marriott.com
Calendar	Lance Seberhagen, Ph.D.	Seberhagen & Associates	(703) 790-0796	sebe@erols.com

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PTC/MW
c/o Greg Beatty
U.S. Dept of Homeland Security
1300 Pennsylvania Avenue, NW, Room 2.5B
Washington, DC 20229

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