



Quarterly

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Quarterly Topic: The Human Side of Big Data

President's Message

Greetings!

Alex Alonso
SHRM



Greetings! I want to start off by offering my apologies for not communicating with PTCMW members sooner. Despite my lack of presidential communication, there are numerous PTCMW accomplishments to report. When elected president, I vowed to myself that my mission would be to further the vision of Rose Mueller-Hanson and Dan Putka, my predecessors. This vision called for expanding the ways PTCMW offers networking and programming for members. But as I entered my role, I realized that my vision would augment their vision. Specifically, my vision for PTCMW was to expand our outreach locally and beyond. My stated goal is to make PTCMW the premier local I-O membership network by participating in larger conference opportunities and offering business-related programming for I-O professionals. Fortunately, (for me) our Board members have tackled this stated goal and helped this vision come to fruition.

With increased outreach as a principal objective, the PTCMW Board has been hard at work. Their work has materialized into three major outcomes:

1) Luncheons and workshops on real-time critical topics like big data and employment litigation;

2) A young professionals mentorship program planned by Dan Putka and Kathy Stewart and instituted by Taylor Sparks; and

3) Numerous PTCMW-led networking events at conferences such as APA.

Specifically, we have received extremely informative talks from thought leaders such as Dr. Lorin Mueller of FSBPT and Dr. Charles Handler of RocketHire. We have a mentorship program designed for young professionals where more than twenty-five mentees have worked with mentors to leverage career guidance. Lastly, we will host networking events at the annual meetings of the American Psychological Association on August 10th in Washington, DC. Each of these provides a clear example of our extended outreach as a membership organization.

Increased outreach is our stated goal. Here is my challenge to PTCMW members—We need YOU! We need your assistance in continuing this vision. We need your continued presence at our events. We need your input to ensure we serve I-O professionals across the DMV area. In the meantime, I encourage you to seek out information on our website (ptcmw.org) and share your thoughts with me whenever you would like (president.ptcmw@gmail.com). I promise to write back!

Thank you and see you at the next PTCMW event!

Alex Alonso

Upcoming PTC/MW Luncheons and Workshops

September Special Event:

Topic:

Work Panel & Social Hour

Presenters:

Alana Cober, Dave Cohen, Amy Grubb, Joy Oliver, Dan Rosenberg

5:30 PM to 8:00 PM

Wednesday, Sep 10, 2014

October Luncheon:

Topic:

TBD

Speaker:

Dr. Reeshad Dalal
George Mason University

11:30 AM to 1:30 PM

Wednesday, Oct 8, 2014

November Special Event:

Topic

Featured Speaker and Employer Social Hour

Featured Speaker

Dr. Scott Highhouse
Bowling Green University

2:00 PM to 7:00 PM

Thursday, Nov 13, 2014

REGISTER ON-LINE AT
WWW.PTCMW.ORG



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Special Event: 2014 PTCMW Career Panel

Panel Participants:

Alana Cober (USAID)
Dave Cohen (DCI Consulting)
Amy Grubb (FBI)
Joy Oliver (SRA International)
Dan Rosenberg (Marriott International)

Wednesday, September 10, 2014

Panel: 5:30-7:00, Social Hour: 7:00-8:00.

Online registrations by 5pm ET the day before; Food provided at the event.

Registration

- Attendee: Non-Member – \$30.00 (USD)
- Attendee: PTC/MW Member – \$20.00 (USD)
- Webcast: Non-Member – \$10.00 (USD)
- Webcast: PTC/MW Member – \$5.00 (USD)

Location:

UMBC Shady Grove Campus, Room TBD
9630 Gudelsky Drive, Rockville, MD 20850

Abstract:

This event, hosted by the University of Maryland Baltimore County (UMBC), brings together a diverse panel of professionals working in the field of I/O Psychology. The panel will address topics such as career experiences in the field of I/O, career paths in I/O, tips for obtaining jobs and internships, etc. Panel participants are below. See the PTCMW website for full biographies.

Alana B. Cober, Ph.D., USAID

Senior Technical Advisor, Office of Human Resources

Dave Cohen, M.A., DCI Consulting

President

Amy D. Grubb, Ph.D., FBI

Senior Organizational Psychologist

Joy Oliver, Ph.D., SRA International

Lead Consultant

Dan Rosenberg, M.S., SPHR, Marriott International

Senior Manager, Talent Management Analytics & Solutions

PTC/MW thanks GMU's Industrial Organizational Psychology Student Association ([IOPSA](#)) for their continued support in organizing and hosting our monthly luncheons and workshops.



LEGAL WATCH

Ryan O’Leary

PDRI a CEB Company

Brian O’Leary

U.S. Government Retired, Independent Consultant

One Job, One Standard

In June 2014, the U.S. District Court for the Eastern District of Virginia ruled that the FBI’s Special Agent physical fitness test used as an academy graduation standard is biased against male applicants (*Bauer v. Holder et al.*). Jay Bauer sued the Bureau in 2010 after failing the test saying he was effectively terminated for not meeting the standard. Bauer had passed the initial fitness test and was near the top of his class during new agent training. However, he did not pass the physical fitness test following training, failing to meet a standard of 30 push-ups in an untimed test (Bauer completed 29 push-ups during his fitness testing; he took the test seven times before or during his training, only doing more than 30 push-ups on one occasion). The standard for females was 14 push-ups in an untimed test. Bauer argued that the gender-normed physical fitness test was biased against males constituting disparate treatment under Title VII.

The court ruled that the physical fitness test violated Title VII by requiring male trainees to perform more push-ups than female trainees. Attorneys for the FBI argued that the test reflected real, innate physiological differences between males and females and that these standards impose no greater burden on males than on females and as such are not discriminatory. The FBI suggest the gender-normed standards simply reflect known differences to ensure that males and females are treated equally. However, the judge in the case ruled that, despite “obvious” gender differences, the FBI failed to prove that it had a valid reason for discriminating based on gender. While physiological differences exist, they cannot support the differential treatment brought about by the use of gender-normed passing scores absent a valid bona fide occupational qualification (BFOQ). The FBI failed to show the test was job-related and consistent with business necessity. Additionally, an argument of “no greater burden tests” is not supported by Title VII as the language “makes no accommodation for average physiological differences between the sexes and does not authorize discriminatory treatment where that treatment results in equal burdens on the sexes.”

This ruling may not seem surprising to many. Title VII prohibits the use of different cutoff scores on the basis of race, color, religion, sex, or national origin. However, in the ruling the judge states “The result reached here is not meant to imply that gender-normed fitness tests are per se illegal under Title VII...Rather, the decision reached here is that gender-normed physical fitness tests are not, as some courts have assumed, per se legal based solely on the general assertion that there are real physiological differences between males and females.”

The use of gender-based norms would require establishing a BFOQ reasonably necessary to the normal operation of that particular business or enterprise that justifies the norming. That is a standard which is not easily established and the courts have made clear that this defense should be made narrowly. As such, this case will likely have a significant impact in employment testing in general, and for physical fitness testing in particular, and could signal the end of gender-based cutoff scorers in physical fitness testing.

Social Media in the Workplace

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

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

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

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

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

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

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

Miaskoff noted that recruitment, selection, and employment activities are subject to EEO laws, regardless of the media the employer uses. She indicted that "the EEOC laws do not expressly permit or prohibit the use of specific technologies.... the key question....is how the selection tools are used." As Bernabei indicates, surveys of hiring managers show that they are increasingly using social media to screen applicants and that employers make determinations on applicants' suitability. Of course social media websites also display "non-job relevant information that could be used inappropriately for evaluating applicants, resulting in biased hiring decisions." A person's profile on many sites include gender, age, sexual orientation, and political philosophy, all of which are protected characteristics under various state or federal laws. Moreover, there is very little data to indicate whether social network derived data accurately predicts job performance.

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

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

Social Media in the Discovery Process. There are times when an employee or former employee brings suit against an employer and the employer seeks to gain access to the employee's social media.

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

New York City Fire Department Lawsuit Settled

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

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

Same-Sex Discrimination Suit Settled

Under a consent judgment in *EEOC v. Boh Brothers Construction Co. LLC*, Boh Bros. Construction Co. agreed to pay \$125,000 in compensatory damages to a former employee in a same-sex discrimination case brought by EEOC. The original suit was filed in 2009 in the Eastern District of Louisiana. New Orleans-based Boh Bros. is a major construction company that operates in the New Orleans and Gulf South areas. The suit charged that a male company

supervisor harassed a male ironworker with verbal abuse and taunting gestures of a sexual nature. The supervisor admitted that he harassed the ironworker because he thought the employee was feminine and did not conform to the supervisor's gender stereotype of "rough ironworkers". A jury in district court found that Boh Bros. violated Title VII by permitting hostile work environment sexual harassment. Boh Bros. appealed the district court's ruling. A three judge panel of the Fifth Circuit Court of Appeals reversed the jury verdict. Noting that there was no evidence that the ironworker was homosexual or effeminate, the panel found that the evidence did not establish that Boh Bros. had harassed the ironworker "because of sex", which is the standard under Title VII of the Civil Rights Act.

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

Collective Bargaining by Graduate Research Assistants

In a case (*Toth et al. v Callaghan et al.*) that may be of interest to our graduate students, a Michigan federal judge ruled in February 2014 that a 2012 Michigan state law which barred graduate research assistants at public universities from unionizing was unconstitutional. The judge ruled that the law violated a clause in the state constitution that guards against "surreptitious legislative activity". The case goes back to 1981, when the Michigan Employment Relations Commission ruled that while graduate teaching assistants and staff assistants were public employees under the Public Employment Relations Act (and thus had collective bargaining rights), graduate student research assistants were not considered public employees.

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The University of Michigan graduate research assistants have attempted to unionize and the university's board of regents supports the students but their efforts were derailed by the passage of this 20012 law. The judge ruled that the provision of the law related to graduate research assistants were in a bill that was originally drafted to address powers of emergency managers. That original bill was designed to empower emergency managers to do away with or modify collective bargaining agreements at the local and school district level. Union representatives stated after the ruling that the law was "rammed through" because 2,200 graduate research assistants were poised to unionize.

Recent Rulings on Affirmative Action

We reported on the two cases below in previous additions. Here we report on two recent rulings in these cases that view the affirmative action debate through different lenses. On the one hand, in a case involving the University of Michigan, the United States Supreme Court ruled that states can ban affirmative action in college admission policies without violating the Constitution. On the other hand, the United States Court of Appeals for the Fifth Circuit, upheld the University of Texas at Austin's consideration of race as one of many factors in admissions.

Schuetz v. Coalition to Defend Affirmative Action. In 2003, The United States Supreme Court reviewed the constitutionality of the University of Michigan's admission policy for its law school. The admission process permitted the explicit consideration of an applicant's race. The Supreme Court decision upheld the use of race as one factor among many in law school admissions to ensure educational diversity. Subsequently, affirmative action opponents persuaded Michigan voters to change the state constitution to outlaw any consideration of race. The initiative, known as Proposal 2, was approved in 2006 by 58 percent of Michigan voters. The proposal amended the State Constitution to prohibit discrimination or preferential treatment in public education, government contracting and public employment. Groups favoring affirmative action sued to block the part of the law concerning higher education.

In 2012, the United States Court of Appeals for the Sixth Circuit ruled 8-7 that the initiative violated the Equal Protection Clause of the U.S. Constitution's 14th Amendment because it would present an extraordinary burden to affirmative action supporters who would have to mount their own long, expensive campaign to repeal the constitutional amendment. In April 2014, the Supreme Court in a 6-2 ruling stated that Michigan voters had the right to change their state constitution to prohibit public colleges and universities from taking account of race in admission decisions. Justice Kennedy in an opinion joined by Justices Roberts and Alito stated, "This case is not about how the debate about racial preferences should be resolved. It is about who may resolve them. There is no authority in the Constitution of the United States or in this court's precedents for the judiciary to set aside

Michigan laws that commit this policy determination to the voters". Justice Breyer wrote that "the Constitution permits but does not require states to use race-conscious admissions for educational diversity. In general, the Constitution foresees the ballot box, not the courts, as the normal instrument for resolving differences and debates about the merits of these programs." Justice Sotomayor in a 58 page dissenting opinion (longer than the combined length of the opinions in support of the outcome) said "the Constitution required special vigilance in light of the history of slavery, Jim Crow and recent examples of discriminatory changes to state voting laws."

Fisher v. University of Texas at Austin. This case stems from a lawsuit filed by Abigail Fisher, a white Texan who sued the university after she was denied admission, in 2008, to the University of Texas at Austin campus. Texas has a "Top Ten Percent Plan". Under this plan, Texas students graduating in the top 10% of their high school class are admitted to the flagship Austin campus or other universities in the state system. Because many Texas high schools are largely segregated, many black and Latino students are admitted to the university under this plan. Fisher argued that the "Plan" created a disadvantage for students who graduate from high performing schools but do not fall in the top 10% of their classes. After accepting the top 10% of high school students, any remaining slots are determined by a holistic evaluation of applicants which includes race as a factor. Last year, after hearing an initial appeal of the case, the Supreme Court ruled that public colleges could consider race in admissions under certain conditions, but sent the case back to the appeals court to determine whether the University of Texas' admission policy used race narrowly enough to meet the standard laid out by the justices. These standards include showing that diversity is essential to its educational mission and that available, workable race-neutral alternatives do not suffice.

In July 2014, a three judge panel of the United States Court of Appeals for the Fifth Circuit upheld the University of Texas at Austin's consideration of race as one on many factors in admission. Judge Patrick Higginbotham wrote "We are persuaded that to deny University of Texas at Austin its limited use of race in its search for holistic diversity would hobble the richness of the educational experience in contradiction of the plain teachings of Bakke and Grutter," referring to two previous affirmative action rulings by the Supreme Court. Judge Higginbotham stated, "It is settled that instruments of state may pursue facially neutral policies calculated to promote equality of opportunity among students to whom the public schools of Texas assign quite different starting places in the annual race for seats in its flagship university. It is equally settled that universities may use race as part of a holistic admissions program where it cannot otherwise achieve diversity."

The Human Side of Big Data: Using EPM Research to Learn about Electronic Data Collection

Michael N. Karim

The George Washington University

An article published by SIOP's visibility committee recently suggested, "I-O psychologists can help organizations understand the value of their big data and apply the appropriate interpretations to drive meaningful business decisions" (Munson, 2013, para. 12). Big data, as it has been called, could include the automatic collection of a variety of worker behaviors. As the New York Times puts it, "every e-mail, instant message, phone call, line of written code and mouse-click leaves a digital signal" (Lohr, 2013, para. 7); signals which may be further analyzed to provide organizations with insight into employee productivity. In fact, SIOP's article has even listed the automatic collection of employee data as the sixth most popular workplace trend for 2014. Although I/O psychologists have the tools necessary to help organizations properly understand and analyze these data, they are also well positioned to understand the potential impact of collecting these data on employee productivity and attitudes. This article reviews how research on Electronic Performance Monitoring (EPM) can provide a substantive foundation for understanding modern issues of automatic electronic data collection.

EPM in Practice

EPM reflects the electronic and automatic collection of performance data across a variety of contexts, including performance management (e.g., Wells, Moorman, & Werner, 2007), employee selection (Karim, Kaminsky, & Behrend, in press), and employee training (Thompson, Sebastianelli, & Murray, 2009). Traditionally, EPM includes the use of video surveillance, keystroke-tracking, progress monitoring, or a variety of other options. For example, EPM may be used in call centers to automatically collect call statistics for performance management (Wells et al., 2007); in computer-based training to identify profiles of effective and ineffective learning strategies, provide learners with detailed feedback regarding their performance, or provide management with evaluative information on learner performance (Watson et al., 2013); or in online testing to log keystrokes, voiceprints, or webcams to identify patterns of cheating (Karim et al., in press).

All of these applications can fit the growing definition of big data and are in line with I/O psychologists' approach to data-driven decision-making. However, it is important to consider the potential impact of EPM on work attitudes and outcomes. The remainder of this article reviews how research on EPM can influence the practice of big data.

Implications for Big Data Collection from EPM Research

Implication 1: EPM is Perceived Negatively. EPM elicits negative reactions, including increased feelings of privacy invasion and decreased satisfaction and personal control

(McNall & Roch, 2007; Stanton & Barnes-Farrel, 1996). Organizations should not discount these attitudinal factors, given the importance of worker attitudes in modern organizations in predicting important outcomes (such as withdrawal, job performance, and job commitment) across a variety of contexts (Brown, 2005; DeNisi & Sonesh, 2011; McCarthy et al., 2013; Truxillo & Bauer, 2010). As such, implementing EPM may result in a variety of undesirable work outcomes, such as withdrawal from the application process, and decreased job satisfaction and commitment.

Implication 2: EPM Can Affect Performance. Research on EPM has generally found that it follows patterns of social facilitation and inhibition (e.g., Aiello & Douthitt, 2001; Aiello & Svec, 1993). This may be why awareness of evaluative EPM during training results in decreased performance (e.g., Thompson et al., 2009). Encouragingly, performance detriments seen when EPM is used in employee selection may actually be attributable to decreased cheating, rather than decreased performance overall (Karim et al., in press). Given this pattern of findings, organizations should consider the context in which EPM is happening. Further integrating this research with existing research on job performance, for example (e.g., transition vs. maintenance stages; Murphy, 1989), can provide further insight into when EPM might be particularly problematic.

Implication 3: Not all EPM is Equal. EPM is not simply one type of technology. The technology used to log keystrokes on a computer, for example, is systematically different from that used to monitor employees using webcams. In order to understand how EPM affects work outcomes, it is important to thoroughly understand and define the core characteristics of the technology being used. In Karim et al. (in press), we outline a model of EPM characteristics and argue that EPM can generally be classified in terms of its frequency, synchronicity, and purpose. Other taxonomies (e.g., Stanton, 2000; Wells et al., 2007) have identified additional contextual characteristics, such as the purpose of monitoring.

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Want to share?

Have news to include in the September PTC/MW newsletter?

Email content by September 15th, 2014 to comm.ptcmw@gmail.com and include a specific request that the content be added to the newsletter.

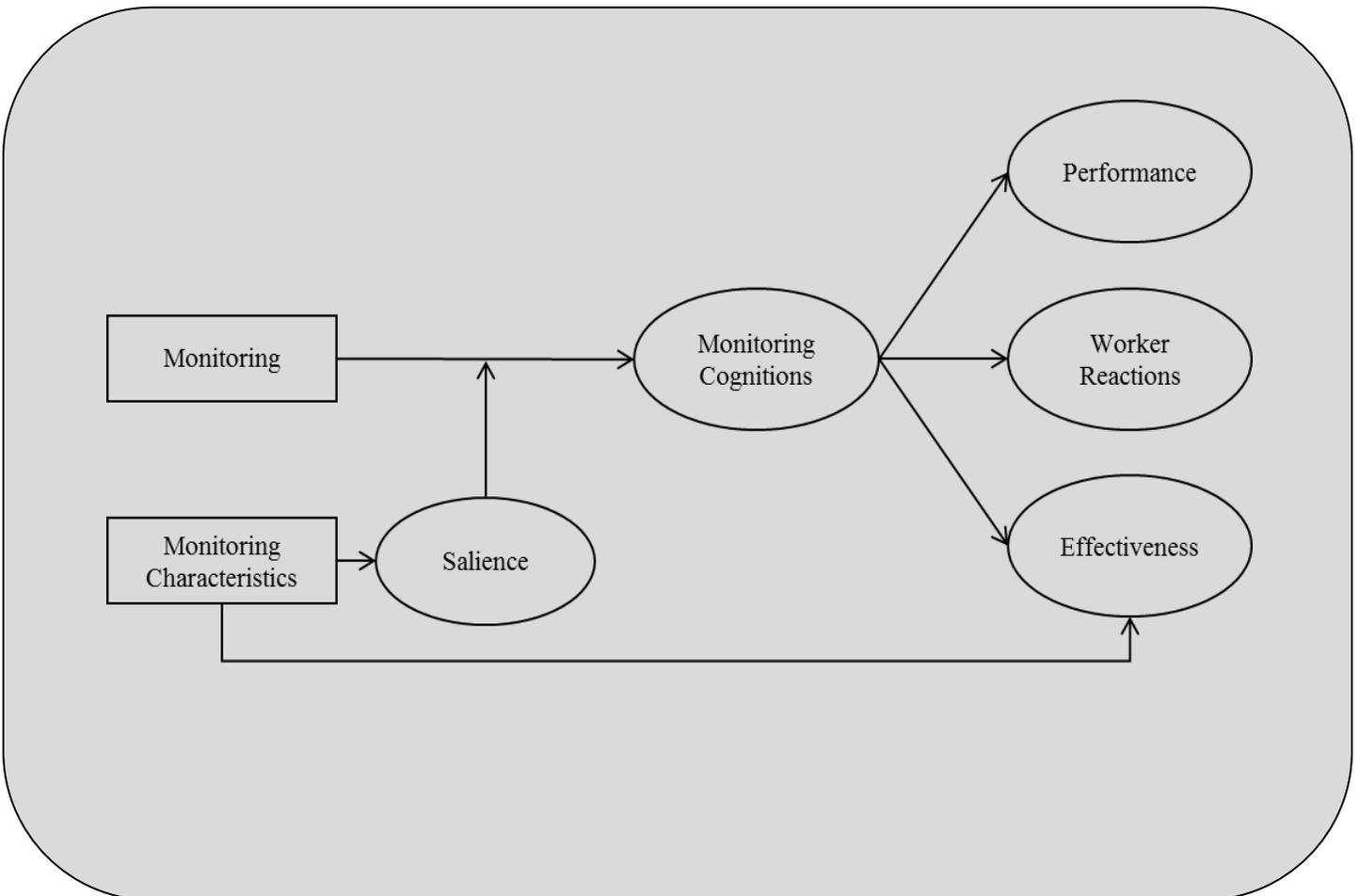
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Importantly, monitoring characteristics may determine what impact EPM has on workers through influencing how salient the monitoring program is to individuals and individuals' cognitions about monitoring (See Figure 1; Karim et al., in press; Stanton, 2000). For example, although fitness trackers such as smart watches, smartphone apps, and pedometers, automatically collect data on an individual's behavior, they do so with the purpose of self-development rather than evaluation. This may be why individuals are willing to use technology that might be viewed as invasive were it used for a different purpose. In a test of this, Wells et al. (2007) showed the same EPM system resulted in more positive outcomes when it was used for developmental purposes, rather than evaluative purposes. Organizations should consider the fact that EPM used as an evaluative tool may have different effects than EPM used as a developmental tool. Although other characteristics have been tested (e.g., synchronicity; Watson et al., 2013), further research is needed in this area to determine what characteristics matter and the mediating processes of these effects.

Implication 4: Be Open About Data Collection, and Include Employees. Despite findings that awareness of EPM may hinder performance (e.g., Stanton & Barnes-Farrel, 1996; Thompson et al., 2009) or result in social facilitation/inhibition (Aiello & Svec, 1993), organizations should be open about what data are being collected and how they are being used. In fact, providing employees with control and voice over EPM may negate some of its negative effects (Alge, 2001). For example, Stanton and Barnes-Farrell (1996) found that individuals who had the ability to delay or prevent EPM felt more personal control and performed better than those without this ability. Organizations may even be able to counteract some of EPM's negative effects with a supportive culture that involves employees in EPM design and EPM that is restricted only to relevant performance information (Alder, 2001).

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Figure 1. Monitoring Characteristics and Outcomes. Reproduced from Karim et al. (in press).



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Conclusion

I/O psychologists are not only well-positioned to help organizations analyze big data, they are also well-positioned to help organizations understand the impact of big data collection procedures on workers. This article has briefly reviewed EPM literature with a focus of how this literature can inform the collection of electronic data. Although additional research is still needed in many areas, those interested in big data may stand to benefit from an understanding of key findings in EPM research.

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The PTC/MW Website lists real-time employment opportunities.

Format your job announcement in a Word document and send it to membership.ptcmw@gmail.com.

Job Announcements

**Job Listing: Manager, Talent Management
Analytics and Solutions
Marriott International
Location: Bethesda, MD**

JOB SUMMARY

This position reports to the Senior Director - Talent Management Analytics & Solutions (TMAS). The qualified applicant will: support the ongoing development and implementation of Global Talent Management programs, lead and conduct analytic projects associated with hiring programs and tools, be involved in attitudinal and job analytic surveys for all of our brands, perform statistical analyses using SPSS, and be able to provide thought leadership for project and change management efforts in support of all projects and programs falling under the team's responsibility. The scope of this work crosses Marriott brands and Continent organizations and will manage significant projects for Marriott's TMAS team, with a specific emphasis on selection related work.

CANDIDATE PROFILE

Education and Experience

- A Masters or PhD degree in Industrial/Organizational Psychology or closely related field preferred.
- 2+ years of applied experience. Experience in areas such as personnel selection, job analysis techniques, competency modeling, change management, performance appraisal, survey design, statistical analysis using SPSS and employment law relevant to personnel selection and performance evaluation preferred.
- External consulting experience preferred.
- Previous experience managing large projects associated with selection tool development and sustainment preferred.
- Familiarity and experience in a global environment desired.
- Skilled with MS Office and statistical software packages (e.g., SPSS, Excel).

APPLICATION INSTRUCTIONS

Applicants should apply through the job posting website: <http://jobs.marriott.com/careers/JobDetail/Bethesda-MD-United-States-Manager-Talent-Management-Analytics-and-Solutions/133071?lang=en>

**Job Listing: HR Analyst
DCI Consulting Group (DCI)
Location: Annapolis, MD**

ABOUT THE JOB

DCI seeks a HR Analyst, for the Annapolis, Maryland location, with an understanding of EEO law, statistics, data analysis, testing and selection and other related consulting services. Duties include preparing federal Affirmative Action Plans and other statistical analyses for Fortune 1000 federal contractors. Primary responsibilities of this position include the development of Affirmative Action Plan statistics, statistical compensation analyses, EEO-1 and VETS-100 preparation, EEO defense statistics including adverse impact analyses, validation studies, and other related statistical analyses. In addition, Consultant will provide support to clients during OFCCP audits or litigation.

REQUIRED SKILLS

- MA/MS in Industrial/Organizational Psychology, Statistics, Labor Economics, or related field.
- 1 - 2 years experience, education, or internship directly related to federal affirmative action plan compliance (preferred – not required).
- Working knowledge of related federal EEO laws including EO11246, Title VII, ADA, UGESP, EPA etc.
- Conceptual understanding of advanced statistical methods and interpretation of statistical data concerning EEO statistics, including multiple regression analysis, correlation, t-test, standard deviation, Fisher's Exact Test, etc.
- Familiarity with OFCCP audit protocol and regulations.
- Must have attention to detail and ability to work under multiple deadlines.
- Strong computer skills required: MS Access, MS Excel, SPSS, SAS.
- Excellent communication, computer, presentation, and consulting skills, attention to detail, ability to handle multiple projects and a variety of client situations required.

SUBMIT RESUME

To apply for this position, please send your resume to: jobs@dciconsult.com.

PTC/MW QUARTERLY NEWSLETTER POLICY

Approved by the PTC/MW Executive Committee, 27 October 2006

Policy. PTC/MW shall have a written policy regarding the content, format, and style of its newsletter the PTC/MW Quarterly. The Executive Committee shall review the newsletter policy periodically and publish the current policy in the newsletter at least annually.

Schedule and Deadlines. The newsletter shall be published four times a year (March, June, September, December). The deadlines for submitting content to the Quarterly are as follows: March (February 1st); June (May 1st); September (August 1st); December (November 1st). All submissions should be sent electronically to the Newsletter Editor as a Microsoft Word document or as text file.

Content. Each Quarterly Newsletter shall include (a) the President's Message, (b) information on the upcoming Luncheon/Workshop (i.e., speaker, title, abstract), (c) announcements and/or updates on other PTC/MW business and activities, (d) job announcements, (e) Member News, (f) the Professional Calendar, (g) other professional announcements, and (h) articles and other submissions on topics that are relevant to PTC/MW or the field of personnel measurement and selection. The newsletter shall be open to the expression of informed professional opinions and to presenting opposing views on controversial issues in any form (e.g., as Letters to the Editor, as an article, etc.). In all cases, the newsletter will strive to provide facts and opinions in an accurate, complete, and fair manner. Publication of items in the newsletter shall not necessarily imply the endorsement of PTC/MW. PTC/MW reserves the right to decide whether content submitted for publication is of sufficient merit and interest to be printed in the newsletter.

Letters to the Editor. Individuals and organizations may submit Letters to the Editor expressing informed professional opinions, views on current issues and trends, and commentary on specific articles published in newsletter. When comments are received on specific articles, the newsletter shall provide the articles' author(s) an opportunity to submit a response for publication in newsletter. Each Letter should be submitted to the Newsletter Editor electronically, with a limit of 500 words.

Articles. Individuals and organizations may submit articles for publication in the newsletter. All articles must serve a useful educational purpose. Articles based on research and/or professional opinions presented in a referred journal or at a professional meeting are welcome. Each article should be submitted to the Newsletter Editor electronically, with a limit of 1,750-1,800 words.

Member News. Individuals and organizations may submit personal and professional news (transitions and appointments, retirements, awards and recognition, deaths, etc.) about or of interest to current and former PTC/MW members for publication in newsletter.

Advertisements. PTC/MW shall not solicit nor accept paid advertisements.

Job Announcements. Individuals and organizations may submit job announcements related to Industrial/Organizational (I/O) Psychology, Human Resource Management (HRM), and

Testing for publication in the newsletter. There will be no restrictions on location; jobs can be located in the Metropolitan, DC area or elsewhere. There will be no charge for publishing job announcements. Announcements will be published in alphabetical order according to the name of the organization. Announcements should be submitted to the Newsletter Editor electronically and are limited to 250 words.

Other Professional Announcements. Individuals and organizations may submit non-job related announcements that are professional in nature for publication in the newsletter. Such announcements may include requests for information, calls for papers and presentations, and calls for nominations. Other professional associations who share PTC/MW's mission to promote personnel measurement and selection may submit calls (e.g., for papers and presentations) and announcements of professional meetings (i.e., conferences, conventions, training courses, and workshops) officially sponsored by the association that would be of interest to PTC/MW members. Announcements of meetings, conferences, conventions, training courses, and workshops not sponsored by a professional association shall be restricted to the "Professional Calendar" section of the newsletter. PTC/MW reserves the right to decide whether announcements submitted for publication meet these criteria and are of sufficient interest to be printed in the newsletter. There will be no charge for publishing announcements. Announcements should be submitted to the Newsletter Editor electronically with a limit of 100 words.

Authorship. The person(s) responsible for the content of each article or announcement shall be identified by authorship. Both the name and employer of the author(s) shall be listed with the article. Footnotes may be used to provide additional information, as needed (e.g., disclosure of relationships that could affect article content; author's contact information if not in the Membership Directory). Footnotes may not be used simply for advertising purposes.

Editing. PTC/MW reserves the right to edit submissions to comply with newsletter requirements for style, format, and length. PTC/MW will contact the senior author prior to publication if major editing is needed. All items submitted to the newsletter become the property of PTC/MW.

Copyright. PTC/MW shall put the copyright notice on each issue of the newsletter. This notice shall read, "The Personnel Testing Council of Metropolitan Washington encourages other groups to reprint articles from the PTC/MW Quarterly, provided that credit is given to the author and to the PTC/MW Quarterly."

Administration. The Newsletter Editor shall administer and interpret the newsletter policy, subject to review by the Executive Committee.

PROFESSIONAL CALENDAR

Lance Seberhagen, *Seberhagen & Associates*, lance@seberhagen.com

2014	2014
Aug 24-27	Association for Computing Machinery. Conference. KDD 2014: Data Science for Social Good. New York, NY. Contact: www.kdd.org/kdd2014
Sep 8-10	Human Capital Institute. Conference. "Learning and Leadership Development." Boston, MA. Contact:
SEP 10 <i>Note Location!</i> <i>Note Time!</i>	PTCMW. SPECIAL EVENT! WORK PANEL & SOCIAL HOUR (5:30 – 8:00 pm). Dr. David Cohen, DCI Consulting; Dr. Amy Grubb, FBI; Dr. Joy Oliver, SRA International; Dr. Dan Rosenberg, Marriott International, & Dr. Alana Cober, USAID. "Careers in I/O Psychology." UMBC, Shady
Sep 11-14	Council on Licensure, Enforcement & Regulation. Annual Conference. New Orleans, LA. Contact:
Sep 12-13	Institute of Coaching. Annual Conference. "Coaching in Leadership and Healthcare." Boston, MA.
Sep 14-19	Linkage, Inc. Global Institute for Leadership Development. Palm Desert, CA.
Sep 18-19	SEAK, Inc. Short Course. "How to Be an Effective Expert Witness." Falmouth, Cape Cod, MA.
Sep 18-20	Center for Culturally Responsive Evaluation and Assessment. Conference. "Forging Alliances for Action: Culturally Responsive Evaluation and Assessment Across Fields of Practice." Oak Brook, IL. Contact: http://education.illinois.edu/crea/conference
Sep 20-24	International Public Management Association for Human Resources. Annual Conference. "International Training Forum & Expo." Philadelphia, PA. Contact: www.ipma-hr.org
Sep 30 – Oct 2	Society for Human Resource Management. Conference. "Emerging Lead(HR)." Las Vegas, NV.
Oct 1-2	Performance Testing Council. Summit Conference. Park City, UT. Contact: http://www.performancetest.org
Oct 6-10	Harvard University. Course. "Ergonomics and Human Factors: Strategic Solutions for Workplace Safety and Health." Boston, MA. Contact: https://ecpe.sph.harvard.edu/programs.cfm?CSID=EHF0000&pg=cluster&CLID=1
Oct 6-8	Chief Learning Officer Magazine. Symposium. "Exploring New Approaches for Learning." Carlsbad, CA. Contact: http://fall14-sym.clomedia.com/#home
Oct 7-10	Human Resource Executive. HR Technology Conference & Exposition. Las Vegas, NV.
OCT 8	PTCMW. LUNCHEON MEETING (11:30 am – 1:30 pm). Dr. Reeshad Dalal, George Mason University. Topic to be announced. GMU, Arlington, VA. Contact: www.ptcmw.org
Oct 13-15	Society for Human Resource Management. Conference. "Diversity & Inclusion." New Orleans, LA.
Oct 15-18	American Evaluation Association. Annual Conference. Denver, CO. Contact: www.eval.org
Oct 17-18	Society for Industrial and Organizational Psychology. Leading Edge Consortium. "Succession Strategies: Building Your Leadership Bench." Chicago, IL. Contact: www.siop.org
Oct 23-24	Development Dimensions International. International Congress on Assessment Center Methods. Alexandria, VA. Contact: www.assessmentcenters.org
Oct 24-25	University of Tennessee. River Cities I/O Psychology Conference. "Perspectives on Personality." Chattanooga, TN. Contact: http://www.utc.edu/psychology/rcio
Oct 25-28	Organization Development Network. Annual Conference. Philadelphia, PA. Contact: www.odnetwork.org/?page=2014AnnualConference
Oct 27-31	Human Factors & Ergonomics Society. Annual Conference. Chicago, IL. Contact: www.hfes.org
Oct 27-29	The Conference Board. Conference. "Human Capital Analytics." New York, NY. Contact: www.conference-

Oct 28-30	Recruitingtrends.com. Conference. "Best Practices & Strategies for the Hiring Process." Las Vegas, NV. Contact: http://www.recruitingtrends.com
Nov 3-6	Linkage, Inc. Women in Leadership Institute. Anaheim, CA. Contact: http://mylinkage.com/events
Nov 3-8	American Association for Access, Equity, & Diversity. Training. "Affirmative Action." Baltimore, MD. Contact: www.aaaed.org
Nov 6-7	The Conference Board. Conference. "Performance Management." New York, NY. Contact: www.conference-board.org
NOV 13 <i>Special Date!</i>	<i>PTCMW. SPECIAL EVENT! FEATURED SPEAKER & EMPLOYER SOCIAL HOUR. (2:00-7:00 pm). Dr. Scott Highhouse, Bowling Green State University. "Data-Based Hiring Decisions"</i>
Nov 14-16	Ohio State University. Conference. "Commitment in Organizational Contexts." Columbus, OH.
Nov 17-18	Human Capital Institute. Conference. "Global Talent Management Forum." Fort Lauderdale, FL. Contact: www.hci.org
DEC 10	<i>PTCMW. LUNCHEON MEETING (11:30 am – 1:30 pm). Dr. Alexander Alonso, Society for Human Resource Management, Alexandria, VA. PTCMW Presidential Address. Topic to be announced. GMU, Arlington, VA. Contact: www.ptcmw.org</i>
Dec 11-12	Human Capital Institute. Conference. "Talent Acquisition Technology Forum." San Francisco, CA. Contact: www.hci.org
2015	2015
JAN 14	<i>PTCMW. LUNCHEON MEETING (11:30 am – 1:30 pm). Dr. Meghan Brenneman, Educational Testing Service, Princeton, NJ. "Assessment of Cross-Cultural Competence." GMU, Arlington, VA. Contact: www.ptcmw.org</i>
Jan 15-16	American Psychological Association. National Multicultural Conference and Summit. Atlanta, GA.
Feb 19-21	American Statistical Association. Conference. "Statistical Practice." New Orleans, LA. Contact: www.amstat.org
Feb 23-25	Human Capital Institute. Conference. "Workforce Planning and Analytics." Dallas, TX. Contact: www.hci.org
Feb 25 – Mar 1	Society of Psychologists in Management. Conference. New Orleans, LA. Contact: www.spim.org
Mar 1-4	Association of Test Publishers. Annual Conference. "Innovations in Testing." Rancho Mirage, CA.
Mar 6-10	American Society for Public Administration. Annual Meeting. Chicago, IL Contact: www.aspanet.org
Mar 23-25	Society for Human Resource Management. Conference. "Law & Legislation." Washington, DC. Contact: www.shrm.org
Mar 31- Apr 2	Human Capital Institute. Annual Conference. "Human Capital Summit." Orlando, FL. Contact: www
Apr 15-19	National Council on Measurement in Education. Annual Meeting. Chicago, IL. Contact: www.ncme.org
Apr 16-20	American Educational Research Association. Annual Meeting. Chicago, IL. Contact: www.aera.net
Apr 22-25	Society for Industrial and Organizational Psychology. Annual Conference & Workshops. Philadelphia, PA. Contact: www.siop.org
Apr 27-29	Society for Human Resource Management. Conference. "Talent Management." San Diego, CA.
May 6-9	American Psychological Association. Conference. "Work, Stress, and Health." Atlanta, GA.
May 17-20	Association for Talent Development (formerly ASTD). Annual Conference. Orlando, FL. Contact: www.astd.org
May 19-20	University of Connecticut. Conference. "Modern Modeling Methods." Storrs, CT. Contact: www.uconn.edu
May 21-24	Association for Psychological Science. Annual Convention. New York, NY. Contact: www.a-ps.org

May 28-31	Labor and Employment Relations Association. Annual Meeting. Pittsburgh, PA. Contact: www.leraweb.org	
June 2-5	American Association for Access, Equity, & Diversity. Annual Meeting. New Orleans, LA. Contact: www.aaaed.org	
June 22-24	Human Capital Institute. Conference. "Strategic Talent Acquisition." Boston, MA. Contact: www.hci.org	
June 28 – July 1	Society for Human Resource Management. Annual Conference. Las Vegas, NV. Contact: www.shrm.org	
July 27-29	Human Capital Institute. Conference. "Employee Engagement." San Francisco, CA. Contact: www.hci.org	
Aug 6-9	American Psychological Association. Annual Convention. Toronto, Canada. Contact: www.apa.org	
Aug 7-11	Academy of Management. Annual Conference. Vancouver, Canada. Contact: www.aomonline.org	
Aug 8-13	American Statistical Association. Annual Convention. Seattle, WA. Contact: www.amstat.org	
Sep 17-19	Council on Licensure, Enforcement & Regulation. Educational Conference. Boston, MA. Contact:	
Oct 17-20	Organization Development Network. Annual Conference. Portland, OR. Contact: www.odnetwork.org	
Nov 7-15	American Evaluation Association. Annual Conference. Chicago, IL. Contact: www.eval.org	
Future SIOP	Anaheim, CA. April 14-16, 2016. Orlando, FL. April 27-29, 2017.	Chicago, IL. April 19-21, 2018. National Harbor, MD. April 4-6, 2019.

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Newsletter Editor

Kayo Sady, *DCI Consulting Group, Inc.*