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Strategic Compensation Analysis: Understanding Similarly Situated Employee Groups (SSEGs)

by Jim Higgins, Ed.D.

The strategy employed by the Office of Federal Contract Compliance Programs (OFCCP) when it examines contractor compensation for signs of systemic pay discrimination has three primary components. These are: (1) analyses must be conducted based on employees who are similarly situated, (2) multiple regression analysis is used to determine whether statistically significant differences in compensation are due to illegal discrimination or if they are really simply due to legitimate job-related employee characteristics, and finally (3) following up any findings of statistical compensation disparities with anecdotal reviews which look beyond the data and examine information that may not be amenable to statistical analysis.

In this article, the focus will be placed on the first component of the OFCCP's compensation analysis strategy—the identification and grouping together of employees who are similarly situated. The OFCCP refers to these groupings as Similarly Situated Employee Groups or simply "SSEGs."

The first question to ask is "What does it mean for employees to be 'similarly situated'?" From the OFCCP's perspective, employees are similarly situated if they "perform similar

work and occupy positions involving similar responsibility levels, skills, and qualifications." In other words, when employees are compared for the purpose of determining whether evidence exists for systemic compensation disparities, these analyses should be conducted in such a way that all comparisons are limited to those employees who meet the definition of being *similarly situated*.

Garbage In, Garbage Out

In the past, many contractors performed their compensation analyses using either *Pay Grade* (grouping all employees in the same pay grade together and comparing average compensation) or *EEO Job Category* (e.g., management, office/clerical, etc.). The problem with both of these approaches is that, more often than not, employees who perform very different kinds of work, which may require very different skills or qualifications, are combined into a single large group and analyzed together. While this simplifies the process for contractors, it makes the actual results of the analyses virtually worthless.

For example, when conducting an analysis by *EEO Job Category*, I have seen the result where Architects

grouped with Transportation Planning Engineers and Software Design Specialists. It should be obvious to even the untrained eye that these job titles do not reflect similar skill sets or require similar qualifications. As a result, if a compensation analysis was conducted using this grouping approach, the result would be nearly impossible to interpret accurately. Depending on the representation of women/minorities in each of these job titles, it may appear that compensation disparities exist when they really do not or, conversely, the

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SSEGs

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analysis may fail to find disparities that really do exist.

This is one reason why using properly-defined SSEGs is so important. Oftentimes just using job title (or job code) is a good place to start for grouping employees into SSEGs. Sometimes, however, this grouping is too narrow and would exclude job titles that are actually similar enough to combine. This is why involving your compensation/classification personnel in the SSEG creation process can be so important. But there are some additional challenges with just using job titles for grouping employees into SSEGs.

A Matter of Sample Size

Another important consideration is the fact that statistical analysis, because it relies on probability, requires a sample size large enough to ensure that findings are not simply due to chance. For example, if a person flipped a quarter one time, nobody would be surprised if the coin came up “heads.” This is because a there was a 50% chance that it would happen. However, if she flips the quarter two times, the chance of getting a “heads” on *both* flips is 25%. If she flips the quarter three times, the chance of getting a “heads” on all three flips drops to only 12.5%. It does not take a lot of flips before you would say to yourself, “Something is not right with this coin! It is unbalanced or the person is somehow cheating! It

is a *biased* coin!” As you can see, the larger the number of observations you have available, the more likely you are to be able to determine how unusual something is.

In a general way, the same holds true with a compensation analysis. If you have a single male and a single female and the male has a higher salary, one could argue that it was simply due to chance that the male had the higher salary and that it might have just as easily been the female. It would be difficult to draw any conclusion about disparities in compensation by gender based solely on a single male and a single female (assuming all other factors were essentially equal).

On the other hand, if you had 30 males and 20 females and all the males earned a higher salary than the females—assuming they were all about equally qualified—it is extremely unlikely that this would be due to chance. Thus, with larger sample sizes it becomes much easier to see whether real trends exist that could provide evidence that the contractor is discriminating on the basis of gender or minority status.

Characteristics of the Workforce

Finally, and this is an extension of the issue described under the discussion of sample size above, there is the issue of the distribution of employees in the contractor’s workforce. One could make a reasonable argument that virtually all contractors have already identified which employees are similarly situated. The simple answer is that those employees who are performing similar work requiring similar minimum qualifications and who operate at a similar level or responsibility are those who share the same *job title*. In other words, the answer to which employees are similarly situated is simply *those who are working in the same job title*. As a result, it would appear that contractors should conduct their compensation analysis at the level of the individual

job title.

The challenge with this approach, however, is that for most federal contractors many of their job titles have too few employees to permit the reliable use of multiple regression analysis. As a result, the majority of a contractor’s job titles would be excluded from any analysis that seeks to comply with the OFCCP’s compensation analysis strategy. To make matters worse, if most of a contractor’s workforce is spread out through these very small job titles, the majority of that contractor’s workforce will be excluded from the analysis. The result is that reports submitted to the OFCCP to document that the contractor is applying compensation system in a fair and unbiased manner would be based solely on a very small percentage of the actual workforce. This is unacceptable because not only does it not comply with the OFCCP’s regulations but it does not embrace the spirit of equal employment opportunity.

The Goal of SSEGs

In order to address the issues above, the OFCCP has built the establishment of SSEGs into its compensation analysis strategy. First, by grouping employees in different job titles together, it becomes possible to increase sample size and therefore make it possible to apply a statistical analysis where it would not be possible otherwise. Second, the grouping process makes it possible to include a greater proportion of the contractor’s workforce in the analysis. Thus, the OFCCP hopes, they will be better able to assess whether systemic disparities exist in compensation.

The Problem With SSEGs

On the surface, the OFCCP’s expectation that contractors create and implement a process of grouping employees into SSEGs makes sense.

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AutoAAP® Update Released

On April 14th, 2008, Biddle Consulting Group, Inc. (BCG) released AutoAAP version 11.2.15. BCG brings AutoAAP 11.2.15 into the updated EEO-1 management and race categories, not to mention a whole host of new features.

Clients with previous versions of 11.0 can be update their software via the BCG website at:

www.biddle.com/aap_update.stm

If you are unable to download the update and need a CD, please contact Heather Sakamoto at hsakamoto@biddle.com. Client Server system updates are also available by contacting Heather Sakamoto. New to AutoAAP? Contact BCG for a demo (staff@biddle.com or (800) 999-0438). 

Current Public Release - AutoAAP 11.2.15

New Function(s)	Details
New EEO-1 Manager Categories	Officials & Managers has been split into Executive/Senior Level Managers and First/Mid-Level Officials and Managers
New EEO-1 Race Categories	Native Hawaiian/Pacific Islander and Two or More Races have been added to AutoAAP. These new categories will be shown in all reports except for the versions that do not list individual races.
Additional Availabilities	The Availability Analysis will now show the name of the Factor given in the Additional Availability screen instead of the previous format which only showed "Ad-Hoc Factor".
Importing Zip Codes	Any Zip Code that is not five or nine characters will be flagged by Data Checks as a possible error
Compile AAP	When compiling a plan, you will now have three page numbering options. They are: <ol style="list-style-type: none"> 1. No page numbering 2. Number all pages consecutively 3. Group page numbers by report
Auto-Save Final Availabilities and Feeders	In the Availability and Feeders screen you can move from job group to job group using the arrow buttons and the weight will save automatically without having to select the save button.
Adverse Impact Queries	New queries are available for Hires, Promotions and Terminations.
Coming Soon	Details
Detailed Annotations Reports	Detailed Annotations Report identifying individuals who are associated with more than one location
Item #11 Report	Item #11 report will allow users to create the compensation summary report to meet the desk audit requirement

Audit Process and Strategies: What You Need to Know

by Marife Ramos, Senior Consultant

OFCCP's Enforcement Rights

The Office of Federal Contract Compliance Programs (OFCCP) is responsible for the enforcement of Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, as amended, and the Vietnam Era

Veterans' Readjustment Assistance Act of 1974. These laws require that organizations with contracts with the federal government provide equal opportunity, nondiscriminatory practices, and affirmative action to both their employees and applicants. The OFCCP is an enforcement agency that

ensures that federal contractors abide by these laws. Therefore, a compliance evaluation (sometimes also known as an OFCCP audit) is its way "checking" whether the requirements set forth by the laws and regulations are met by the contractors.

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Innovative HR Software Products Solutions from Biddle Consulting Group

Many of Biddle Consulting Group, Inc.'s (BCG) clients are not aware that BCG has been providing specialized testing software to the human resources market since 1994. BCG product offerings have recently expanded with the addition of two new products, Encounter Video-Situational Testing and C4: CritiCall for Contact Centers.

Encounter: Video-Based Office & Interpersonal Competence Test

NEW! Measure "soft-skills" such as interpersonal competence with our new video situational judgment test! Encounter Video-based Situational Testing Software is easy to set up and use, economical, affordable and web-based. With prices as low as \$12 per applicant, every organization can gain a better understanding of how well an applicant will fit into their organization. Encounter situational judgment testing software is self-administering and self-scoring and can be administered from virtually any computer with internet access! For more information on Encounter, contact Nancy Tipton (ntipton@situationaltesting.com or 800.999.0438 ext. 175).



C4: CritiCall for Contact Centers™ Testing Software

NEW! Created for the high-stress 911 call taker environment, CritiCall has now been adapted for use in commercial call centers. Improve the quality and performance of your organization by selecting contact center employees who



possess the critical skills and abilities necessary for success on the job using C4 contact center testing software. For more information on C4, contact Melissa Davis (mdavis@c4test.com or 800.999.0438 ext. 150).

OPAC® Office Skills Pre-Employment Testing Software

OPAC Testing Software tests job applicants for critical software and office skills & abilities necessary for success in today's complex – and stressful – office environment. OPAC is an affordable tool that can be used again and again. For more information on the OPAC Testing Software, contact Adam Agard (adam@opac.com or 800.999.0438 ext. 248).



CritiCall® 911 Dispatcher/Calltaker Software

CritiCall is software that tests 911 and emergency services dispatcher, calltaker, and telecommunicator applicants for critical skills & abilities necessary for success in today's complex – and stressful – 911 and emergency services dispatching environments. Agencies are able to learn which of their applicants are most-likely to make the grade. Agencies are saving thousands of dollars as they dramatically improve their retention rates. For more information on the CritiCall Testing Software, contact Kim Ward (kward@criticall911.com or 800.999.0438 ext. 139) or Jerry Ward (jerry@criticall911.com or 800.999.0438 ext. 124).



Audits

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Identifying Contractors for an Evaluation

For years, the OFCCP have used the Equal Employment Data System (EEDS) to identify the list of contractors for audit. In July 2004, this system was replaced by the Federal Contractor Selection System (FCSS). Unlike the EEDS, which solely relied on the EEO-1 Reports filed by the contractors, the FCSS also uses a “secret formula” to identify contractors for audit. One of the factors being considered by the OFCCP is that a contractor is likely to get audited based on its past compliance evaluation results (e.g., an audit that resulted to a Conciliation Agreements resulting to at least \$10,000 in settlements). An organization is also likely to get audited if there was a sudden rise in EEOC complaints against the contractor, or recent negative press where the subject is the contractor’s employment practices, etc.

Once the list is created, the OFCCP sends out Corporate Scheduling Letters or the official Scheduling Letters to the contractors. A Corporate Scheduling letter is only a pre-warning letter that informs a multi-establishment contractor that several of its locations were identified for compliance evaluations. The letter lists these locations and its addresses. The OFCCP’s 30-day time clock does not start until an official Scheduling Letter is received by the contractor. However, unlike the Corporate Scheduling letter, the official Scheduling Letter identifies a contractor’s specific location and it is accompanied by an “itemized listing” of data and reports that need to be submitted to the OFCCP.

Your AAP and Some Data Pitfalls

Every contractor should ensure that the reports and data being provided to the OFCCP are absolutely correct and complete at initial submittal. As one can imagine, when data and reports are

already in the hands of the Compliance Officer (CO), it becomes more and more difficult to explain data problems and/or any revisions that a contractor may wish to do. When data problems are discovered by the CO, data integrity is compromised. Contractors should keep an eye out for common data and report problems prior to submitting the AAP:

- 1) The applicants and hires data show a one-to-one ratio (e.g., 2 applicants with 2 hires).
- 2) The number of hires is greater than the number of applicants.
- 3) There are a considerably high number of unknown applicants.
- 4) There are applicants but no hires.
- 5) There are terminations, hires, and/or promotions into/from a job group that does not exist.
- 6) Incomplete AAP reports (e.g., missing workforce analysis, insufficient Action Oriented Programs, etc.)

The Audit Letter’s Itemized Listing

The Scheduling Letter outlines the reports and data that need to be submitted to the OFCCP. Following is a checklist in response to the itemized listing in the scheduling letter:

Basic AAP Contents:

- 1) Narrative for Women and Minorities;
- 2) Narrative for Persons with Disabilities and Veterans;
- 3) Workforce Analysis/Organizational Profile;
- 4) Job Group Report;
- 5) Availability Analysis;
- 6) Comparison of Incumbency to Availability;
- 7) Placement Goals;
- 8) Goals Progress Report;
- 9) Personnel Data (i.e., Applicants, Hires, Promotions, and

Terminations); and

- 10) Summary of Compensation by group (men/women, whites/minorities, job group, job title, pay grade, etc)

Additional Reports:

- 1) Copies of the EEO-1 Reports from the last three years of filing
- 2) Copies of the Collective Bargaining Agreements (when applicable)

If the Scheduling Letter was received six months into the AAP year, the following reports should also be included together with the basic AAP contents and additional reports mentioned above:

- 1) Updated Goals Progress Report covering the first 6 months of the AAP year; and
- 2) Updated Personnel Data covering the first 6 months of the AAP year (i.e., Applicants, Hires, Promotions, and Terminations).

Recommendations

Bringing an OFCCP audit to closure is not as hard as most contractors think. In most cases, a contractor can control the outcome of an OFCCP review. The employer’s goal should be to end an OFCCP audit at the Desk Audit phase. Consider the following before submitting your AAP and data to the OFCCP:

- 1) *Know your auditor.* Give him/her a call upon receipt of the letter. Introduce yourself. Ensure him/her that you intend to extend full cooperation during the audit.
- 2) *Review all the data and reports for accuracy and completeness*

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BCG Introduces Automated Job Analysis Tool To The Market

AutoGOJA®, Automated Guidelines Oriented Job Analysis, is a brand-new online application designed to address the requirements of the federal Uniform Guidelines on Employee Selection Procedures and the 1991 Americans with Disabilities Act (ADA). AutoGOJA will help employers collect the information necessary to defend their testing, selection, and compensation practices. AutoGOJA is designed specifically for the human resource professional who needs to conduct the most legally defensible job analysis in a fast and efficient manner. For more information, visit www.AutoGOJA.com.

Use AutoGOJA FREE through 2008

Call (800) 999-0438 to see if your organization qualifies to use AutoGOJA through the end of 2008

AutoGOJA highlights:

- Easily create custom job analysis surveys by typing your own task or knowledge, skills, and abilities (KSA) statements right into the system or import lists of tasks or KSAs from any popular word processing or spreadsheet software.
- Launch the survey by automatically sending a “link” to your subject matter experts or simply by copying the link into any browser.
- The survey can be completed as part of a facilitated group meeting in a computer lab or the link can be distributed wherever employees work to ensure adequate geographic, shift, gender and ethnic representation in the job analysis sample.
- Easily complete linkages between knowledge, skill or abilities and the duties on the job.
- Generate summary reports that will document those job duties that are critical to job performance as well as the knowledge, skills, and abilities that are both critical and which are required at entry to the job.
- Generate a selection matrix or exam plan automatically.
- Free regular system upgrades to enhance features based of feedback from users. ☒

News Bytes...

- **Diversification:** Biddle Consulting Group, Inc. is now partnering with Diversity Training University International to provide customers with a broader spectrum of EEO services.
- **New Edition Released:** The 8th edition of *Secrets of Affirmative Action Compliance*, by Bill Truesdell, is hot off the presses. Contact Biddle Consulting Group at (800) 999-0438 or The Management Advantage at (925) 671-0404 to order your copy today.
- **2008 NILG Conference:** The National Industry Liaison Group Conference will be held July 29-August 1 in Anaheim, California. Check out the 2008 NILG Conference agenda and speakers at:

www.PacificILG.org

Online registration is also available.

The Value of Certifying HR Practitioners in the Field of Equal Employment Opportunity

In today's litigious environment, it is becoming increasingly important for organizations to hire the most qualified human resource (HR) professionals. These individuals must be familiar with general equal employment opportunity (EEO) laws and regulations, affirmative action planning, and defensible hiring practices. How does one know if an applicant, or a current employee, knows what they're talking about when it comes to EEO?

The Equal Employment Opportunity Certification Institute (EEOCI) has a certification solution that offers something beyond the general HR body of knowledge. Biddle Consulting Group, Inc. has developed EEOCI in order to promote excellence in the EEO field and currently offers certification testing in six topics:

1. EEO - General Knowledge
2. Affirmative Action Planning
3. Compensation Analysis
4. Internet Applicant Rules
5. Adverse Impact
6. Test Validation

Depending on the cutoff scores set by the EEOCI, test takers can be certified as specialist, professional, or expert. Employers, recruiters, and test takers can be confident that these tests are applicable to current standards, as they are researched and developed by statisticians, practitioners, and educators that are active in EEO.

The certification website contains a list of core competencies and recommended study materials for each test. Visit www.EEOCertification.com for more information or to take a test. ☒

SSEGs

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Their goal is laudable. It makes good statistical sense. However, the practical application of SSEGs is sometimes more difficult for contractors to implement than it appears.

It is interesting to note that the OFCCP does not make it clear to contractors exactly how to implement this process of creating artificial SSEGs (the term artificial is used here because it identifies grouping that exist outside of the employer's classification and pay system). The result is that it is sometimes difficult for an employer—without conducting a comprehensive job analysis across its entire workforce that statistically compares job tasks and required knowledge, skills and abilities—to create valid SSEGs. The scope of conducting such a job analysis project and the resources required make it very unlikely any employer will attempt it.

As a result, contractors who attempt to fully comply with the OFCCP's approach to creating SSEGs usually do so using vague notions of what each job requires. The similarity of jobs is usually established based solely on vaguely stated job duty statements. Worse still, we have seen some contractors create SSEGs based solely on the similarity of the job titles themselves (i.e., these job titles "look" similar so let's combine them!)

The result of these unstructured approaches to creating SSEGs is almost always an inappropriate grouping that ultimately takes the employer back to the very problem that led the OFCCP to include SSEGs as part of its compensation analysis strategy in the first place—conducting analyses on inappropriate groupings that may

mask disparities when they exist or find disparities where they really do not exist.

An additional warning is useful here. Constructing inappropriate SSEGs creates significant legal exposure. For example, if a contractor constructs SSEGs composed of artificial groupings of employees that are not a part of the contractor's classification and pay system it is tantamount to telling the OFCCP that "we have created and endorse the accuracy of these groupings."


Therefore, if the contractor's compensation analysis appears to indicate that pay discrimination is taking place, the contractor cannot go back and say, "Well, the analysis was based on an inappropriate grouping of employees who are really different from each other." The OFCCP would be justified in telling the contractor, "We did not create these SSEGs. You did. These were your groupings and not ours. You endorsed them as accurate when you submitted your analysis based on them."

What Should A Contractor Do?

Biddle Consulting Group, Inc. (BCG) clearly understands and supports what the OFCCP is trying to do. Namely, the OFCCP wants to encourage contractors to include as large a proportion of their workforce as possible in the compensation analysis. In addition, the OFCCP wants contractors to apply valid statistical analyses to at least 70% to 80% of their workforce.

However, BCG is extremely cautious about proactively creating artificial SSEGs and feels that the potential increase in legal exposure outweighs the benefit. Instead, BCG

recommends that compensation analyses be performed by the most "appropriate grouping," regardless of what that grouping is. In most cases, the most appropriate level of analysis is at the level of job title. Our reasons for this are two-fold. First, in most cases a job title defines employees who perform similar work, requiring similar skills, with similar levels of responsibility and requiring similar levels of supervision. Second, if the employer creates custom SSEGs and then finds evidence of pay discrimination within those SSEGs, it is very hard to argue that this apparent discrimination is due to employees being incorrectly grouped since it was the employer that identified the groups in the first place. Therefore, BCG takes a cautious approach to conducting regression analyses and attempts to comply with the spirit of the OFCCP's guidelines while maximizing the employer's ability to withstand legal scrutiny.

If the employer decides to create SSEGs, this should be only be done after a thorough analysis was conducted by job title or when it is obvious that a large proportion of the workforce will be excluded from a compensation analysis due to either job titles with small sample sizes or large numbers of uniquely situated employees. The methodology for establishing SSEGs should be carefully considered. Whereas many employers may try to create SSEGs based on a subjective analysis of job duty statements, BCG recommends a more quantitative or analytical approach that collect data in the form of a job analysis survey. Based on an analysis of these data, preliminary SSEGs may be created and analyzed. 



Biddle Consulting Group, Inc.

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Professional EEO Seminar Series Returns for 2008 Run

Employers Caught in the Perfect Storm: The Convergence of the OFCCP's and EEOC's Systemic Discrimination Initiatives is the 2008 Professional EEO Seminar Series being presented by Biddle Consulting Group, Inc., the leading U.S. EEO consulting firm, and the law firm of Jackson Lewis LLP. Six (6) one-day seminars across the United States covering six (6) important topics in EEO and Affirmative Action compliance are designed for HR practitioners with varying levels of experience.

2008 Seminar Topics:

- Understanding Federal EEO Enforcement Agency Trends: An Update on the Current Focus of the EEOC and OFCCP
- How to Prepare for an OFCCP Audit Under the OFCCP's New Rules: Selection Stage Analysis, Technical Compliance and Other Liability Hotspots
- Update on the Not so New Internet Applicant Rule. How the OFCCP Can Use the Internet Applicant Regulations As A Tool for Auditing and Identifying Discrimination
- Leveraging Affirmative Action Goals Into Your Diversity Initiatives? Lawful Pathways to Diversity
- I Think My Test is Valid . . . Why Do You Ask? Defending Your Testing Practices in Title VII and OFCCP Enforcement Settings
- Shoring Up for the Coming Tidal Wave of Compensation Claims? Navigating Through Legal and Statistical Systemic Compensation Issues

The cost for each of these one-day seminars is \$495 (Early Bird Discount requires that registration and payment be received by Biddle Consulting Group, Inc. at least 60 days prior to the seminar), otherwise, the regular fee is \$595.

2008 Seminar Dates:

- June 3 : Boston, MA
- June 5 : Orlando, FL
- September 22 : Chicago, IL
- September 24 : Dallas, TX
- November 6 : San Francisco, CA
- November 18 : Los Angeles, CA

Audits

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before submittal. Perform data refinements based on the definition of applicants. Once data and reports are already submitted, it becomes more difficult to make necessary revisions. Any revisions to the already submitted data and reports can cast doubt on your record-keeping policies and procedures.

- 3) *Analyze the data before submittal.* The OFCCP's main focus during an audit is on adverse impact of the personnel transactions and compensation disparities. Know what the OFCCP may find ahead of time with the data you will provide.
- 4) *Document and emphasize all Good Faith Efforts.* This is your opportunity to "put your best foot forward." Let the OFCCP know all the good EEO things your organization has done and is planning to do.
- 5) *Prepare a professional and professional-looking AAP.* Remember that the AAP is supposed to be a living-breathing document for your organization. Show that you are very familiar of the contents of the AAP and are utilizing the results of the analyses in planning for future employment opportunities.
- 6) *Perform "mock audits" on a more regular basis.* Analyze your data on a quarterly or semi-annual basis. This will

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www.biddle.com/seminars.stm

Eight (8) hours of general HRCI credit can be earned for attending a seminar in this series.

provide good information and assist in employment planning and management training throughout the AAP year.

- 7) *Document all conversations with your compliance officer.* Your records might help you in future negotiations with the agency.
- 8) *Do not miss your submission deadline.* Remember, you have only 30 days to respond to the OFCCP. So get to work as soon as you receive the audit letter. As much as possible, submit the AAP on time. It demonstrates your willingness to cooperate and compliance with the requirements. If an extension was requested and is granted by the OFCCP, do not miss the extension deadline.
- 9) *GetHELP!* When you doubt your ability to respond accurately to an audit, get the assistance of reputable AAP experts/consultants. This will prove to be a lesser cost to pay than settlements from Conciliation Agreements or worse, losing the federal contract.

*NOTE:

Scheduling letters are typically addressed to the CEO or President. Route a memo to all employees who are responsible in handling the mail. Let them know the importance and time constraints involved in the audit letter.

2008 BCG Training & Events Calendar

<i>Webinars</i>	<i>Seminars</i>	<i>Presentations</i>
<p>Cost of attending BCG webinars is free, unless otherwise noted.</p> <p>: Every Friday : <i>AAP Development Using AutoAAP 11.0</i></p> <p>: April 24 : <i>Audit Strategies</i></p> <p>: May 29 : <i>Adverse Impact</i></p> <p>: June 18 : <i>Test Validation Methodologies</i></p> <p>: June 26 : <i>Compensation Strategies</i></p> <p>: July 23 : <i>Defining Your Applicant Pool</i></p> <p>For a detailed description of each webinar, visit www.biddle.com/calendar.stm</p>	<p>: June 3 - Boston, MA : : June 5 - Orlando, FL : : September 22 - Chicago, IL : : September 24 - Dallas, TX : : November 6 - San Francisco, CA: : November 18 - Los Angeles, CA:</p> <p style="text-align: center;"><i>One (1) Day Seminars 2008 Professional Seminar Series Employers Caught in the Perfect Storm: The Convergence of the OFCCP's and EEOC's Systemic Discrimination Initiatives www.biddle.com/seminars.stm</i></p> <p style="text-align: center;">Presented by Biddle Consulting Group, Inc. & Jackson Lewis LLP Early Bird Registration: \$495</p> <p>: September 23-24 : <i>Two (2) Day Seminars AAP Methodology & Software Training Folsom, CA Cost: \$990</i></p>	<p>Biddle Consulting Group, Inc. - Speaking Engagements -</p> <p>: March 18 : <i>Ohio ILG</i></p> <p>: April 23 : <i>San Diego ILG</i></p> <p>: April 23 : <i>American Association for Affirmative Action (AAAA) Speaker: Dan Biddle, Ph.D. Washington, DC</i></p> <p>: May 19 : <i>Midland ILG Omaha, NE</i></p> <p>: May 30 : <i>Northwest ILG Seattle, WA</i></p> <p>: June 3 : <i>Kansas City ILG</i></p>

Conferences

<p>Biddle Consulting Group, Inc. - Exhibit Booth Schedule -</p> <p>: May 5-7 : <i>Association of Legal Administrators (ALA) Annual Conference Seattle, WA</i></p> <p>: June 7-12 : <i>National Emergency Numbers Assoc. (NENA) Annual Conference Tampa Bay, FL</i></p>	<p>: June 22-25 : <i>Society for Human Resource Management (SHRM) 2008 Annual Conference Chicago, IL</i></p> <p>: July 30 - August 1 : <i>National Industry Liaison Group Annual Conference Anaheim, CA</i></p> <p>: August 4-6 : <i>Association of Public-Safety Communications Officials (APCO) International Conference Kansas City, MO</i></p>	<p>:October 12-14 : <i>American Society for Healthcare Human Resources Association (ASHHRA) Annual Conference Austin, TX</i></p> <p>:October 22-24 : <i>American Staffing Association (ASA) Staffing World Conference San Diego, CA</i></p>
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For more information on any of the events listed, please call Biddle Consulting Group, Inc. toll-free at (800) 999-0438 ext. 109 or e-mail us at staff@biddle.com