

Tribute to a Great Man:
**Remembering
Matt Halpern, Esq.,
Jackson Lewis LLP**

by Dan Biddle

Our firm was deeply saddened to hear of the recent passing of Matt Halpern. Biddle Consulting Group, Inc. (BCG) had the privilege to work with Matt Halpern for over four years on multiple projects, including seminars, audits, and related work. I personally had the honor to co-present with Matt at a number of seminars across the country. I will miss him dearly. Matt provided our field with years of incredible service and I believe his contributions will last for decades more.

Matt was one of the few people I knew who could remember the days of “calculating eight-factor availability analyses” using hand-held calculators. Not only was Matt a competent professional, he was gracious, fun, and had an incredible dedication to the EEO/AA field. At last year’s NILG conference, Matt stepped into an “emergency” leadership role after the tragic loss of Lois Baumerich. I spoke with Matt during this process and he shared that he was overwhelmed at the amount of work it took to take up his new lead role as conference chair. He invested hundreds of hours to put together what was one of the best ILGs our industry has enjoyed to date. Knowing Matt, I believe he did this out of a concern

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Audit Preparedness: The Benefits of Advanced Recordkeeping

by Christine Anthony

The amount of effort it takes to complete an affirmative action plan each year can be overwhelming to federal contractors of all sizes. How do you define your local labor area? What is your typical recruitment pattern? Have you had success with your newly implemented action oriented programs? How severe are my adverse impact findings? All of these questions cannot be answered to their fullest ability without pulling anecdotal references. How many of us are ready to do so at a moments notice? Or, more appropriately, how many of us are ready to explain our decision if need be during a compliance evaluation?

Those contractors who can answer all of the above questions, and successfully defend their decisions have most likely put significant effort into their recordkeeping habits. Much like location drives success in the real estate market, recordkeeping drives success in creating and defending affirmative action plans. Exploring answers to some basic questions will show how recordkeeping can be a plan-saver.

How do you define your local labor area? Many contractors use a local labor area that reflects the geographical location to the plan. For example, Biddle Consulting Group is located in Folsom, California, a suburb of Sacramento. If we used the Sacramento county census data as our local labor area, we would miss out on all of the qualified candidates that are in the two other counties that border Folsom, and perhaps comparing our incumbency percentages to an inaccurate labor area. Most organizations have access to their employees’ resident zip codes.

Utilizing the zip codes and determining a local labor area based on where your employees live can lend insight to what your employees consider local. Or, you could even take another step forward and determine your local labor area based on where your applicants are living. Increased applicant record keeping can help you to be able to compare your applicant pool labor area to your incumbent labor area. The results of this comparison can help you to confirm that the local labor area used in your affirmative action plan is truly where your applicants are being attracted from. Without consistent applicant recordkeeping, this type of analysis is not possible.

What is your typical recruitment pattern? We need to identify what pools of qualified candidates we reach out to when filling vacant positions within our organizations. We need to identify how often we reach toward an incumbency pool or an external pool. This recruitment

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Helping Trainees Succeed by Having Them “Think Aloud”

by Jalane M. Meloun, Ph.D. and James E. Kuthy, Ph.D./ABD

An earlier version of this article was published in the April 2007 edition of the *Journal of the National Academy of Emergency Dispatching*

One way to increase the effectiveness of training is to use a “think aloud” technique. When using this technique, the trainee says out loud their “inner speech,” which would otherwise remain unheard, while they are practicing a task.

An example of a “thinking aloud” training situation would be if you were to have a person who was learning to drive speak their thoughts as they were driving. This helps the listener to not only see behaviors, but to understand the thought process that goes into making those behaviors. In this circumstance, you might hear:

“I am putting on my right turn signal to tell others I will be turning right just up ahead. I am slowing down as I get close to the intersection, and I am looking both ways before I make my turn to make sure there aren’t any other cars or pedestrians around that may cause an accident.”

During training, participants incorporate the information they learn to build “mental scripts” they will use to guide them when they are performing tasks for years to come. Thinking aloud during training can help to quickly identify potential errors in these mental scripts while in a safe and supportive environment. The trainer then provides

verbal feedback or models correct behaviors while “thinking aloud” so that faulty mental scripts can be replaced with correct ones. Interestingly enough, it is not only the trainees who benefit from this technique. Alert trainers may identify misunderstandings or misbehaviors that are common across trainees, which might not otherwise be noticed. This assessment may allow organizations to effectively identify aspects of their training that may need to be improved.

“Thinking aloud” techniques have been successfully used for the training of diverse jobs and tasks ranging from computer programming to chess playing. To demonstrate the importance of this technique, it is interesting to note that the Stanford School of Medicine has new doctors think aloud while they are working in a simulated operating room and then uses what was said as a basis for instructional feedback.

The following are instructions that can be given to trainees about how they should respond while “thinking aloud.”

“I want you to say out loud everything you would say to yourself silently when you are working on the assigned task. If you remain silent for more than a few seconds, I will remind you to keep thinking aloud.”¹

The easiest way to prepare trainees to “think aloud” is to have them imagine that they are explaining what they are doing, and why they are doing it, to someone who knows nothing about performing the job. It is also helpful if the trainees assume they are thinking aloud to a person who cannot see them performing the tasks being described.

In addition to indicating what they are thinking, trainees should also be encouraged to share how they

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for the EEO/AA industry, more than his desire to be well-known in the industry or drive more business to his successful practice. Matt cared about this industry. I believe that he spent his life making an incredible impact in the field of EEO and diversity. He was one of the most balanced EEO/AA attorneys I’ve known, which is why I enjoyed doing so much work with his firm. While Matt represented employers in literally all of his work, he represented the best interest of the EEO field while doing so, and I had the privilege of watching Matt honor employees and potential litigant class members in ways that were clearly marked by dignity and true character. Matt went beyond his role as a legal counsel for employers. His decisions and advocacy had a “big picture” in mind—one that included diversity, fairness, and awareness that major decisions impacted the lives of people,

not just companies. I really appreciated this about Matt. It is a legacy I strive to follow.

We often don’t realize how quickly life goes by, and it passes by sooner for some than others. We cannot know our time; we can only invest each of our days wisely, as each is truly a gift. I only wish I knew the last time I spoke with Matt that it would have been our last time to talk. I would have spent more time enjoying things besides work. I am glad, however, that I did get to know Matt as a person and not just as a professional. I knew that Matt loved his family and his children. He was in love with his wife Andrea and very proud of his three children Annabelle, Georgie and Maddie as he spoke of their accomplishments and talents. I know they will miss their dad greatly. We will miss our good friend greatly. The industry will have a vacuum to fill.



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BCG Assessment Software Division Unveils Bevy of New Applications

For those in the human resources community who remember pulling the dust cover off the IBM Selectric typewriter to administer a manual typing test, we say, "you've come a long way baby!" Gone are the days of word counting and manually proofing test results because testing software has truly come of age.

Biddle Consulting Group, Inc. (BCG) launched one of the first skill and ability testing software programs – the DOS version of the OPAC System designed to measure office skills – way back in 1993. At that time, administrative staffers managed all of the document creation and no one could have imagined how the computer would eventually become as commonplace a tool as the pen, pencil or stapler. In the modern office era, nary an office worker is without a personal computer through which his or her tasks are completed.

In similar fashion, the HR department has embraced the computer in a way that makes it difficult to ever imagine HR life without it. The prevalence of the computer (in both the general office workspace and the HR workspace) has empowered the testing software industry to take the important seat in the recruitment process that it possesses today.

BCG's HR testing software division takes organizations beyond simply affirmative action planning software and consulting. Two new products, ENCOUNTER and C4: CritiCall for Contact Centers, have recently been released to the market and two of the staple testing products of the company, OPAC and CritiCall, released software upgrades.



OPAC Testing Software – Office and software skill and ability testing. As mentioned above, OPAC was the original testing program developed by BCG. OPAC is a self-administering, self-scoring suite of tests that fall into two basic categories: software skills and general office skills.

The software skill tests include those designed to measure an applicant's ability to use a particular application by placing them into either the live application itself or a simulated environment. Testing is done in a typical job scenario, adding to the job-relatedness of the test and making it easier to establish validity. Some of the supported software titles include:

- Microsoft Word
- Microsoft Access
- Microsoft Outlook
- Microsoft Excel
- Microsoft PowerPoint
- QuickBooks

The general office skill tests measure a variety of abilities necessary for success in typical office positions. In addition to the typing or keyboarding test, OPAC also features:

- 10-Key
- Filing
- Basic Math
- Data Entry
- Telephone Order Entry
- Transcription
- Proofreading
- Spelling, and much more...

License Type: Unlimited use, per seat licensing

Account Manager: Adam Agard

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Website: www.opac.com



ENCOUNTER Video Situational Judgment Testing - People encounter hundreds of difficult and challenging situations at work every day. Some will react appropriately and others will not. How can an organization be better equipped to know who will? Well, ENCOUNTER is the answer!

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ENCOUNTER can help you to know which applicants will make the most effective decisions in:

- Engaging Difficult People
- Office Competence
- Handling Conflict
- Situational Judgment
- Interpersonal Competence
- Prioritizing Tasks

ENCOUNTER is a web-based application that any organization can use to gain a better understanding of an applicant's all-important soft skills.

ENCOUNTER Video Situational Testing Software was designed by Industrial & Organizational Psychologists using real world scenarios that likely happen in your own work environment. ENCOUNTER Video Situational Testing Software gives organizations a picture of how an applicant is likely to respond. An applicant's responses are measured against responses deemed by office professionals -- just like you -- to be the most effective and least effective responses for a given situation.

License Type: Pay-per-use licensing
Account Manager: Nancy Tipton

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C4: CritiCall for Contact Centers - Created for the high-stress 911 call taker environment, CritiCall has now been adapted for use in commercial call centers. While the nature of commercial call center calls may not be of the life-or-death variety, if you are a contact center manager or owner, they are no less important to you.

Improve the quality and performance of your organization by using C4 to select employees who possess the critical skills and abilities necessary for success on the job. C4: CritiCall for Contact Centers will help you select employees who possess critical skills and abilities such as:

- Listening and Understanding
- Learning and Retaining
- Using a Computer While Listening or Speaking
- Using Logic and Reasoning
- Reading and Comprehending

Studies have shown that successfully using a computer while listening or speaking is a cognitive ability that many people do not possess. By accurately measuring this ability before hire, organizations are able to screen out applicants who would otherwise be frustrated by their own inability to perform typical job duties. C4 can help you to identify these people!

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Website: www.c4test.com



CritiCall Public Safety Dispatcher, Calltaker and Telecommunicator Pre-Employment Testing Software - Research indicates that 80% of newly-hired telecommunicators who leave before the end of their probation do so because they had inadequate job-related knowledge, skills

and abilities. But how is an agency to discern between those who are able and those who are not?

CritiCall is the answer. CritiCall is software that tests dispatcher, calltaker, and telecommunicator applicants for critical skills and abilities necessary for success in today's complex -- and stressful -- dispatching environment. CritiCall has been shown to help agencies...

- Lower their turnover rate
- Test job-related skills
- Save money
- Decrease their training time
- Measure computer skills
- Automate their pre-employment testing process, and more...

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Think Aloud

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are feeling during task performance. Allowing trainees to swear or express their frustrations when thinking aloud encourages the trainees to be forthright in what they are saying. This is important since identifying the points when swearing or expressions of frustration take place can help pinpoint areas where the trainee may need additional practice, training, or just reassurance.

Of course, some tasks are not conducive to the concurrent think aloud technique that has been described. When this is the case, immediately after they perform the task, trainees should verbally recount the sequence of thoughts they were having while performing that task. Research indicates that people can accurately report their thoughts about a short sequence of tasks if they respond within 5 to 10 seconds of performing those tasks. However, if more time is allowed to pass then the accuracy of reporting the thinking process quickly deteriorates. Thus, it is better to have the trainee think out loud while they are performing a task than to wait until afterward to insure accurate reporting.

For example, a person who is being trained to respond to client's questions in a call center might "think aloud" something like:

"I am entering the information the client tells me into the data-entry program on my computer using the keyboard. The client is asking me a question and I have to look up the answer in our database. Darn, I accidentally turned off the data-entry program when I opened the database to look up the answer. I always do that."

If there is more than a 10-second break during the "think aloud" session, the trainer can gently use prompts such as, "tell me what you are thinking about now." It is important not to use "leading" questions or statement such as, "are you thinking about XYZ?" since you really want to find out what they are actually thinking, not what you believe they are thinking. By asking if they are

thinking about what you believe they are thinking, when they were thinking about something that is equally appropriate, you have implied that their thinking is wrong. This may unintentionally diminish their confidence, thus perhaps making them shy about future thinking aloud disclosure.

Quite often problems that trainees have performing a complex series of tasks can be related to the thought sequence used when attempting to perform those tasks. This technique allows the trainer to understand the thought processes the trainee uses when performing an action sequence. To help the trainee learn correct behaviors, the trainer should model the appropriate action sequence while the trainer "thinks aloud." The trainees learn from this and then repeat the exercise while thinking aloud and hopefully incorporates the correct performance that was just modeled for them.

A trainer should not immediately interrupt a trainee while the trainee is "thinking aloud," even if a mistake is made in the middle of a task sequence. Instead, the trainer should allow the trainees to complete the task and their explanations of what they were thinking while performing that task, until there is a natural break in the action. Then, the trainer can provide constructive feedback and/or model the appropriate behavior in a non-judgmental way. Immediately interrupting each time something incorrect is said or done can keep the trainees from forming a logical mental script which further prevents the right sequence of behaviors from being learned quickly. Imagine having someone interrupt you while you were in the middle of performing a complicated series of tasks. It is likely that you would become frustrated which may result in you taking much longer to learn it than it normally would have taken you.

Also, the trainer must be cautious to not be judgmental when commenting about what was heard from the trainee or when providing a model of appropriate

behavior. If trainees feel they are going to be criticized, they will be disinclined to provide information on what they are thinking about. They will also begin to cautiously edit what they are saying, which would hamper the technique's effectiveness. Instead, the trainees should feel that they can accurately report what they are doing and thinking in a safe environment, and understand that the information they say aloud will only be used to help them improve their performances.

The object of this approach is to not criticize how the trainees are thinking, but to understand the trainees' thought processes so that the trainees' behaviors can be shaped to be more effective and efficient. In other words, the goal of this type of training technique is to produce effective behaviors, not to change the minds of the trainees. If a trainer appropriately models the correct behavior sequences, and the trainee then performs the correctly-modeled behavior, you will find that the "thinking" part of the task will automatically parallel the behavior.

Once trainees perform the "think aloud" protocol for a little while, it almost becomes second nature. However, one potential limitation to this approach is that as people become more highly skilled and automated in the tasks they perform, the less likely it is they will fully articulate basic underlying thoughts as to why and how they are performing their behavior. For example, the average adult driver has operated a motor vehicle for so long that he or she does not consciously think about slowly removing the right foot from the gas pedal and slowly depressing the brake pedal. Chances are that if this person were to "think aloud" while driving, they may report they were thinking about what the billboards passed are advertising or what will be eaten for lunch, etc. So, this technique may not be as effective for experienced, trained

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2008 EEO Professional Seminar Series

Presented by Biddle Consulting Group, Inc. & Jackson Lewis LLP

Understanding and Preparing: Systemic Discrimination Initiatives

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.

Four (4) dates remain open for registration:

- September 22 : Chicago, IL
- September 24 : Dallas, TX
- November 6 : San Francisco, CA
- November 18 : Los Angeles, CA

Registration Information:

Call Criselda Rivet at (800) 999-0438 ext. 109 or e-mail crivet@biddle.com

* HRCI credits available for this seminar 

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employees as it is for newer employees. However, many studies have shown that this technique can quickly identify potential problem areas quickly and accurately for many people in the early phases of training new behaviors.

The "thinking aloud" technique works on several levels. It allows a trainer to identify and monitor what the trainees are doing and the underlying reasons why they are performing actions in a particular sequence. This allows the trainer to gain insight as to specific problematic areas and enables the training to quickly focus on those potentially difficult areas. The think

aloud technique also provides a tool for the trainees to help identify challenging areas that they may not realize they are doing incorrectly or even know how to ask for help with. Finally, it allows employers to increase the effectiveness of their training by identifying difficulties trainees may be having when attempting to translate the tasks they have learned into action.

¹ Adapted from Ericsson, K. A. & Simon, H. A. (1984). *Protocol Analysis: Verbal Reports as Data*, MIT Press, Cambridge, MA.

Jalane Meloun has earned her Ph.D. in Industrial-Organizational Psychology from the University of Akron. Currently, she is an associate professor and assistant academic coordinator of administration at Barry University.

Jim Kuthy has a master's degree and is a doctoral candidate in Industrial & Organizational Psychology from the University of Akron. He is a Principal Consultant with Biddle Consulting Group, Inc. and is the author of CritiCall® Pre-Employment Testing Software for public-safety 9-1-1 dispatchers. He can be reached at jkuthy@biddle.com. 

Recordkeeping

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pattern needs to be revisited each year before creating an affirmative action plan. With good recordkeeping on your side, you can evaluate how many placements you made into a particular job title, job group, or similarly situated employee group, and exactly where they came from. Perhaps you report that you fill positions internally thirty percent of the time while you fill positions with external applicants 70 percent of the time. As you analyze your transaction data each year, you can confirm that the recruitment pattern you proposed for your affirmative action plan is true to your data. This is only possible if you record the source of each of your placements. This can also be a very helpful field of information to help successfully survive a compliance evaluation. Additionally, this recordkeeping technique can help to determine if your action oriented programs are truly providing you with a diverse and qualified applicant pool.

One of the most common questions asked by clients in compliance evaluations is “**How severe are my statistical adverse impact findings?**” This is a difficult question to answer if we only have the minimum data needed to perform basic adverse impact analyses. Applicant data can easily be enhanced by adding a few additional fields to your data requirements, which in turn can possibly help to explain away statistical adverse impact findings. For example, your organization may be hiring for Administrative Assistants within two or more of your departments. An Administrative Assistant within the accounting department may need to have basic accounting knowledge and perhaps an associate degree in finance. Similarly, an Administrative Assistant in the human resource department may need to have a background or familiarity in employment law. In most cases, the Administrative Assistants will end up in the same job group of your plan. If you find statistical adverse impact within that applicant to hire adverse impact analysis, you may be able to explain

that selection rate disparity away if you analyze your applicant to hire ratios with the department in mind. If the two departments have separate and distinct hiring procedures or basic qualifications, splitting their analyses would be more appropriate in this situation. However, if you do not properly record what department your applicants are applying into, or the basic qualifications of each job, then this type of separation is not possible. Some other fields that we suggest keeping in your applicant data are requisition number, applicant type, and applicant source.

Keeping appropriate records within your termination data can also prove to be beneficial. Many organizations have high turnover positions. This turnover may be due to seasonal work, work that students often fill, or because it is an entry level position. It is common to see recordkeeping hit a slippery slope when there is high turnover. However, in higher level positions with less of a turnover rate, more detail is usually given to exit interviews and documentation. If an organization has a need to terminate an executive, that organization typically takes the approach of recording any situation that may be questioned throughout the termination process, or in the event of resistance from the

terminated employee. We recommend keeping this level of recordkeeping with all terminations, whether voluntary or involuntary. Mandatory exit interviews are usually a great way to ensure proper communication between the employee and the organization. Also, the employer can become aware of any underlying situations that caused the employee to voluntarily terminate their employment. Additionally, if your adverse impact analyses are statistically significant, those results can often times be explained away with the records that were kept. If you show statistically significant adverse impact in your termination analyses, but you can show that each employee that left had appropriate reasons, the significant findings are harder to pursue.

In most situations, the Office of Federal Contract Compliance Programs (OFCCP) will not issue a notice of violation of selection rate disparities unless they have both statistical and anecdotal evidence supporting their claim. If the anecdotal evidence does not exist, or is poorly kept, the OFCCP will most likely infer disparities and issue the violation. Keep your organization protected by taking the extra steps suggested and discuss recordkeeping habits with those who are involved with the process. 

Assessment Products

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One Texas city reported that it cost \$88,000 for the recruitment, testing, selection, training, and probationary supervision of a single dispatcher. And yet, too many public-safety agencies have learned the hard way that interviews and written tests are not sufficient to determine whether someone possesses the knowledge, skill, and ability needed to become a successful dispatcher. With CritiCall, an agency can know up front whether or not the applicant has what it takes to succeed.

License Type: Unlimited use, per seat licensing

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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. 

Finding a Way to Test Applicants and New Hires on Custom Software Systems

“Everyone who comes to work for this company starts here,” explained the manager of the contact center for a large service organization. “We bring them in to the company, train them for eight weeks on our system, move them into the supervised area, and finally – if they work out there – we move them to the common area.” This situation exists in nearly every large organization in every industry across North America.

New employees must be trained on how to use the internal enterprise software systems through which the lion’s share of their work must be done. That they must be trained is a given, but the challenge is knowing whether or not new employees have been sufficiently trained.

Unfortunately for employers, this aspect of their organization is not only terribly labor-intensive, but it is very subjective as well. Since people learn at different rates and possess different skills, abilities, knowledge and experience, it follows that some people may be ready to advance sooner than others; and other people may never be ready to advance at all.

Until recently, employers had very few options to know who should advance and when they should advance. How could organizations know who was sufficiently trained without putting them into a live work environment and observing them? Because the software applications used within each organization are specific to that organization, it was impossible to purchase an off-the-shelf testing program, at least, until now.

Employers now have a resource available where they can purchase custom assessment packages based upon their own in-house software applications. Test2Spec (www.Test2Spec.com) is a custom software application that is designed to look and feel just like an organization’s own software application. Test2Spec is bundled into a self-administering, self-scoring testing

package that employers can administer time and again to determine whether or not their trainees are ready to advance.

The software is really a combination of a product and a service. The process begins with a Biddle Consulting Group, Inc. (BCG) analyst and programmer traveling to the employer’s location where a basic job analysis helps to identify the critical skills and abilities

necessary to advance from the training program. Once done, the programmer utilizes our custom software creation utility that allows BCG to create a simulation of your application that looks, feels and responds exactly like your own in-house application.

The basic package, which includes

an on site job analysis for the creation of your software simulation and two parallel test forms with twenty-five questions each, starts at \$40,000, but this is a far cry from the \$250,000 or more it would

typically cost to produce a custom software application of much less quality.

To learn more about Test2Spec, visit our website at www.Test2Spec.com where you can

view an online demo that includes an unbelievably-realistic simulation of MS Windows, MS Outlook, and QuickBooks as an example of the types of test questions that can be created.

Contact Michael Callen to learn more about Test2Spec (800-999-0438 ext. 121 or mcallen@biddle.com).



Meet The Latest Apple iPod Winners

Congratulations to the lucky Apple iPod winners that came to visit Biddle Consulting Group staff at conferences and expos across the United States.

Winner at the Association of Legal Administrators (ALA) Conference in Seattle, Washington - Robin Hoffman, Crady, Jewett & McCulley, LLP

Winner at the National Emergency Numbers Association (NENA) Conference in Tampa, Florida - Chuck Lee, Fallon County 911

Winners at the Society for Human Resource Management (SHRM) Conference in Chicago, Illinois - Rebecca Spitsbergen, Emerald Foam Control and Janice Winstead, WellPoint

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>: September : <i>Adverse Impact (Hires Analyses)</i></p> <p>: October : <i>Test Validation Methodologies</i></p> <p>: November : <i>Managing OFCCP Audits and What to Expect When You Have Problem Areas</i></p> <p>: December : <i>Updated Recordkeeping in Today's EEO Market</i></p> <p>: TBD : <i>AAPI01 (\$199)</i> <i>Interpreting Multiple Regression Output (\$199)</i> <i>Validating Tests & Creating Hiring Tests (\$199)</i></p> <p>Updated webinar schedules and descriptions can be found at: www.biddle.com/calendar.stm</p>	<p>: 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</i> <i>2008 Professional Seminar Series</i> <i>Employers Caught in the Perfect Storm: The Convergence of the OFCCP's and EEOC's Systemic Discrimination Initiatives</i> www.biddle.com/seminars.stm</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 Seminar</i> <i>Affirmative Action Planning (AAP) Methodology & Software Training</i> Folsom, CA Cost: \$990</p>	<p>Biddle Consulting Group, Inc. - Speaking Engagements -</p> <p>: August 4 : <i>International Association of Black Professional Firefighters</i> <i>Speaker: Dan Biddle, Ph.D.</i> Detroit, MI</p> <p>: August 7 : <i>APCO International Conference</i> <i>"Using Pre-Employment Personality Testing"</i> <i>Presented by Jim Kuthy</i> Kansas City, MO</p> <p>: September 15-17 : <i>Touchstar Users Group Conference</i> <i>"Best Practices for Hiring"</i> <i>Presented by Michael Callen</i> Vail, CO</p> <p>: November 19-21 : <i>SWARM ILG</i> <i>Speaker: Dan Biddle, Ph.D.</i> TBD</p>

Conferences

<p>Biddle Consulting Group, Inc. will have a booth and staff available at the following conferences.</p>		
<p>: July 29 - August 1 : <i>National Industry Liaison Group Annual Conference</i> Anaheim, CA</p> <p>: August 4-6 : <i>Association of Public-Safety Communications Officials (APCO) International Conference</i> Kansas City, MO</p>	<p>:October 12-14 : <i>American Society for Healthcare Human Resources Association (ASHHRA) Annual Conference</i> Austin, TX</p> <p>:October 22-24 : <i>American Staffing Association (ASA) Staffing World Conference</i> San Diego, CA</p>	<p>:November 12-14 : <i>National League of Cities Congress of Cities Conference</i> Orlando, FL</p>

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