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# **PTC-SC**

**PERSONNEL TESTING COUNCIL OF SOUTHERN CALIFORNIA**

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# **OFFICERS' MANUAL**

Revised in 2009

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## PREFACE

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This Officers' Manual presents a summary and detailing of information critical to PTC's ongoing functioning. It includes both background and current information of both a policy and procedural nature. It fulfills the requirement specified in the PTC Bylaws for such a document.

It begins with a statement of PTC's purposes and a brief history of the organization. It then summarizes important policies and practices related to PTC's purposes. These summaries articulate the operating procedures which have evolved and accumulated over the years.

The Officers' Manual then details the duties and responsibilities of Board members and officers. Time estimates for the major tasks are listed. Each officer section concludes with a yearly calendar guide for the office. A Master Calendar then integrates the critical functional schedules into an overall PTC yearly schedule.

It is expected that this Officers' Manual will be valuable as an information source, a reference, and an orientation to PTC. It provides ready access to information as issues arise or new policies or procedures are considered. It can aid the efficiency and timeliness of PTC administration. It can help provide continuity of operations. It can act as a planning vehicle.

It also is expected to serve as a training aid and operational guide for current and potential Board members and officers. Officers' Manual users will better understand the roles, procedures, and decisions involved in PTC operations.

Lastly, the Officers' Manual should benefit PTC members indirectly by helping PTC leadership to represent the organization and to respond to questions and issues that develop.

## TERMINOLOGY, FORM, AND STYLE

To orient readers and to help in adding and revising the Officers' Manual, included are a few notes regarding its preparation and content.

The Officers' Manual is written in third person, present tense. For brevity, "Manual" refers to this Officers' Manual. Manual pages are numbered in a manner that allows the easy replacement of pages as needed. "PTC" refers to "PTC-SC" throughout the Manual unless otherwise indicated.

"President" is used to indicate the head PTC officer, although earlier leaders were called "Chairman." Likewise, "Board of Directors" and "Executive Board" are used to

replace the previous "Executive Committee" and "Steering Committee," and "Executive Director" to replace the previous "Chairman."

Whenever formatting questions arise, writers should refer to the Publication Manual of the American Psychological Association.

## **PTC MISSION STATEMENT**

The Personnel Testing Council of Southern California (PTC) is committed to encouraging testing and selection based on fair and job-related methods. This commitment is exhibited in its programs, conferences, committee projects, and publications. It is also reflected in its positions and support in professional, legislative, judicial, and regulatory developments. In 1971, PTC's stated purposes were:

To help members keep abreast of developments in personnel selection and testing.

To promote the proper use of testing.

To provide a ready means of exchange of professional information.

For the past many years, the stated purposes have been:

To serve as a forum for the education of those interested in personnel selection and testing.

To advocate the understanding and use of fair and nondiscriminatory employment practices.

To encourage the use of professionally sound selection and testing practices.

The two sets of statements in combination reflect PTC's mission in spirit and practice.

The following Mission Statement incorporates the substance of both sets of previous statements.

A. To inform PTC members, and other persons or groups, of professional information and developments related to testing and selection.

B. To promote professionally sound, fair, and job-related testing and selection practices.

C. To promote information exchange, discussion, and research related to testing and selection.

## CLARIFICATION OF TERMS

Following are clarifications of the intended meaning of critical terms used in the Mission Statement. These definitions are highly consistent with those included in the Uniform Guidelines for Employee Selection Procedures.

1. "Testing" is used in a broad sense to include the use of any employee selection procedure or any combination of procedures. Examples of types of tests include:
  - a. Pencil-and-paper tests; e.g., a proofreading test.
  - b. Performance tests; e.g., a typing test.
  - c. Assessment centers.
  - d. Personality inventories, interest inventories, "honesty" tests.
  - e. Interviews.
  - f. Physical ability and agility tests.
  - g. Education and experience requirements; e.g., "high school algebra class and two years experience related to job duties."
  - h. License/certification requirements; e.g., a Class B Driver's License.
  - i. References; e.g., satisfactory references from past employers.
  - j. Satisfactory completion of relevant training.
  - k. Satisfactory completion of probation on a job.
  - l. Promotability evaluations.
2. "Selection" is used in a broad sense to include personnel selection for such purposes as employment, promotion, transfer, training, layoff, and termination.
3. "Related to testing and selection" is intended to include testing, selection, and professional information and developments which directly affect or are directly affected by testing and selection. Examples are:
  - a. Validation criteria (e.g., performance appraisals, supervisory ratings, productivity records, accident records, absenteeism, turnover)
  - b. Validation methodology (e.g., job analysis, rating scales, statistical analysis)
  - c. Personnel functions (e.g., recruitment, affirmative action, employee training and development)
  - d. Cost-benefit analysis (e.g., the "utility" of specific testing and selection procedures)
  - e. Legislative/regulatory/judicial rulings (e.g., Title VII, the Uniform Guidelines on Employee Selection Procedures, California State Regulations, Nuclear Regulatory Commission Rules, Supreme Court decisions and important lower court decisions related to testing)
  - f. Ethics (e.g., the rights of candidates to fair treatment, confidentiality, and meaningful testing/selection feedback when feasible)

Obviously, many aspects of the examples listed above have minimal relation to testing and selection. PTC's scope of interest is in those aspects directly affecting or affected by testing and selection. For example, accident records may have no relevance to a clerical aptitude test but may be significantly predicted criteria for a test of selective attention.

4. "To promote" in Section B of the Mission Statement includes such activities as commenting on professional and legal documents, filing position papers, testifying, and developing and presenting informational materials concerning proper testing and selection.
5. "To promote" in Section C of the Mission Statement includes such activities as developing forums, debates, and conversation hours; establishing informational networks; encouraging the development and support of relevant organizations and supporting research done by others.

## HISTORY AND DEVELOPMENT OF PTC

PTC's history and development only crudely corresponds to the usual organizational life cycle stages of birth, growth and formalization. PTC's history more closely reflects the professional growth of testing and selection and society's growing concern with the field.

PTC was launched in 1953 to meet the needs of a small group of professionals wanting to exchange ideas and information in the field of employment testing. Despite efforts to obtain dates and names, much information regarding PTC's early years was unavailable at the time of this writing. PTC welcomes information regarding the 1953-1968 period of its history. The following reconstruction of those years rests primarily upon the memories of a few early members.

Howard Lockwood, one of PTC's founding members, recalls contacting Steve Vopatek, and their agreeing to gather a few people to exchange information about testing. The founders met for lunch in the cafeteria of Pacific Telephone (now AT&T). Present were Vopatek, Pacific American Aviation (now Rockwell); George Mendenhall, California Test Bureau; Radine Hoag, Pacific Finance Corp. (now part of Transamerica); and James Froyd, Los Angeles City Schools (now the Los Angeles Unified School District). At that meeting, they formed and named PTC.

PTC's first meeting was held at the Bit of Sweden Restaurant on the Sunset Strip. The speaker was Howard Lockwood, speaking on Lockheed's testing program. About 25 people attended. From the beginning there was representation in PTC from schools, civil service agencies, the private sector, and consultants.

During the initial years, PTC was quite informal. There were no Bylaws, name tags, or membership requirements. Its activities consisted of a monthly meeting with a speaker.

The President was whoever would take the job of getting out notices, arranging for the restaurant, and choosing speakers. The first President was probably Lockwood.

Someone soon began acting as Treasurer. The Treasurer basically collected the luncheon fees and paid the restaurant. The luncheon speaker's lunch was paid for by the attendees. Non-members paid an extra \$2.50 for lunch. Officer lunches later were paid for by attendees, a practice still continued. Early meetings were held at the Palms Grill, Hollywood, which was across the street from the California Test Bureau, an employer of one of the founders. Later meetings were held at the Tick Tock Restaurant, Hollywood. Attendance at these early meetings averaged about 20.

Dues were initiated to cover postage costs. Dues were \$2.00 and luncheon fees \$2.50 in 1960. PTC letterhead stationery was used as early as 1961 for monthly meeting announcements. A series of approximately 12 Personnel Testing Reports presenting studies conducted by PTC members were written by Edward Hane of Lockheed between 1958 and 1961.

Attendance waned in the early 1960s and PTC almost disbanded. However, attendance increased in the mid-1960s when testing became an issue in court cases and fair employment. Membership in the mid-1960s was approximately 50.

The *Motorola, Inc. v. Illinois Fair Employment Practices Commission* case (finally decided by the Illinois Supreme Court in 1966) triggered what is believed to be the very first fair employment testing guidelines. These guidelines were developed by the Technical Advisory Committee on Testing of the State of California's Fair Employment Practices Commission (TACT). TACT was originally chaired by Lockwood from 1965-1967. Lockwood afterward was Co-chair of the new Office of Federal Contract Compliance Advisory Committee on Testing and Selection from 1968-1973. Later TACT Chairs included PTC Presidents Victor Tom, Patricia Pfeiffer, and Frank Ofsanko. Many other PTC members were active in TACT during its existence.

In the later 1960s, PTC was attracting 20-50 attendees to its monthly meetings. Different restaurants were used during this period, including the Mayfair Hotel in Los Angeles and the Thistle Inn in Silverlake. The meetings continued to feature speakers presenting research results or discussions on the general topic of testing.

Officer candidates were selected and announced annually by the President and were consensually approved by the membership. There was a period in 1966-1967 during which the President called no meetings. At that time Marshall "Jack" Brenner, I.A. Ryanen, and Barbara Holley assumed leadership and reactivated PTC. Brenner acted as President, Ryanen as Secretary, and Holley as Treasurer. PTC membership was approximately 30.

The reactivated PTC took several steps toward becoming more formalized and maintaining its continuity. In 1970, President Ofsanko formalized its Board of Directors as past PTC Presidents who were still active in PTC. In 1971, President Patricia

Pfeiffer developed and initiated more formal officer nomination and voting procedures. President Pfeiffer also initiated PTC Topics as a periodic newsletter with Irene Tresun as the first Editor. The Membership Committee was established, followed by the Training Committee and the Research Committee.

PTC settled into a relatively permanent meeting at Les Freres Taix Restaurant, Los Angeles, meeting the fourth Wednesday of every month. After initially meeting in a smaller private dining room, meetings soon moved into a larger private room. Monthly meeting attendance grew to 60-80. At that time luncheon fees were approximately \$2.00 and annual dues still \$2.00.

In the early 1970s, testing took on a drastically more active and controversial role. The Civil Rights Act called attention to the testing of minorities. Tests were considered by many at the time to be biased against minorities. The *Griggs v. Duke Power U.S.* Supreme Court case dealing with selection was decided and widely publicized. Agencies of the United States government published sets of stringent guideline regulations on testing. "Test" took on the broader meaning of any step in an employee selection process in which a decision was made which affected the final selection.

In 1971, Richard Biddle organized and held PTC's first conference, under the leadership of President Patricia Pfeiffer. The conference dealt with selection guideline regulations and attracted over 400 attendees. It was successful both professionally and financially.

It was the Board's feeling that PTC, as a tax-exempt organization, should not end the year with a substantial profit. Thus, a fall conference in Twin Peaks also was held, partially to spend the profits from the Spring conference. This was the beginning of PTC policy to treat conferences as relatively independent budget items and to strive for the conferences breaking even financially on an annual basis. Because of these conferences, PTC budgets became more detailed and more formal.

PTC continued to hold two conferences a year, gravitating to an all-day conference in the spring and a one-and-a-half day conference in the fall. The Spring Conference tended to be more technical in nature and to attract fewer attendees. The Fall Conference normally aimed for a broader audience and was held at a location away from downtown Los Angeles. The location was intended to encourage attendees to socialize in the evening and stay overnight for the morning program. From the start, PTC conferences attempted to obtain the most knowledgeable speakers available nationally to speak on state-of-the-art and controversial topics.

It was during the 1970s that PTC began issuing professional positions on some of the critical proposed legislation, regulations, and professional standards concerning testing. Positions included those on non-cognitive testing, Federal and state testing guidelines, professional testing standards, and state licensure tests. The monitoring of legislation prompted the formation of the Legal Committee.



In 1974, the Board became more sensitized to its legal and financial responsibilities, and incorporated PTC and adopted its formal Bylaws. The Board at that time consisted of Floyd Ruch, I.A. Ryanen, Edward Hane, Richard Biddle, Patricia Pfeiffer, Frank Ofsanko, William Ruch, James Froyd, and Richard Neufeld. In 1976 the office of Recorder was added to PTC offices. In 1976 the PTC Newsletter publication replaced PTC Topics.

In 1977, PTC-Metropolitan Washington was formed as PTC-SC's first affiliate organization. Anita Ford worked with Stephen Bemis on developing incorporation procedures and Bylaws for the new organization, and on agreements on the use of the "PTC" name, common purposes of the organizations, and reciprocal membership fees. Bemis accumulated a listing of over 200 PTC-MW potential members who approved the new incorporation and Bylaws, as did the PTC-SC Board of Directors.

Attendance at monthly meetings during the 1970s averaged 60-80. Conferences generally drew 75-150. Membership varied from 100-400. In 1973, dues were \$5.00 and member luncheons \$3.00. By 1977, dues were \$10.00 and member luncheons \$4.25, and by 1979, dues were up to \$15.00 with member luncheons costing \$5.00.

PTC Presidents continued to play prominent national roles. Floyd Ruch had already been President of the American Psychological Association's Society for Industrial-Organizational Psychology; Anita Ford and Karen Coffee became Presidents of the Western Region Intergovernmental Personnel Assessment Council; Karen Coffee, Kaye Evleth, and Anita Ford were Presidents of the International Personnel Management Association Assessment Council; Patricia Pfeiffer was President of the International Association for Personnel Women; Frank Ofsanko the first Chair of the Edison Electric Institute's Task Force on Personnel Research; and Mary Tenopyr President of the American Psychological Association's Society for Industrial-Organizational Psychology.

Upon Floyd Ruch's death, PTC established the Floyd L. Ruch Award to recognize non-officers who gave outstanding service to PTC. The first recipient was Dina Wiley in 1979. Recipients are listed in the Professional Recognition section of this Manual.

In 1979, PTC also sponsored its first speaker at a conference of another organization (the International Personnel Management Association Assessment Council). Since then it has sponsored other speakers to other conferences on numerous occasions.

In 1980 the Vice President position was replaced by the two positions of Vice President-Programs and Vice President, Publications (now Communications). The office of President Elect was added in 1982 and discontinued in 1984. In 1982 two offices were combined into Secretary/Recorder (now Secretary). In 1985, the Vice President-Conferences was established. The Quarterly publication was initiated in 1985 as an expanded version of the Newsletter. Also in 1985, the Board established its first committee, the Policy and Planning Committee. One of its major tasks was preparing this Officers' Manual.

In 1980 dues were increased to \$20.00 (student membership \$5.00) and member luncheons to \$6.00. Dues increased to \$25.00 in 1982.

During the 1980s, testing attracted less attention and eased from the national spotlight. Monthly PTC meeting attendance dropped somewhat, to about 30-50, and membership to about 200. Monthly luncheons moved to the Luminaras Restaurant, Monterey Park, primarily because the restaurant required fewer attendees to reserve its meeting room. Conferences continued to attract approximately the same attendance as previously.

When the American Psychological Association held its annual conference in Los Angeles in 1981, PTC held a social hour in conjunction with it. This was the first social hour held in conjunction with a meeting of another organization. PTC subsequently sponsored or co-sponsored other social hours with organizations whose conferences attracted potential PTC speakers.

When Steve Bemis was killed in an auto accident, a Stephen E. Bemis Memorial Fund was established to recognize individuals who had great practical impact on the field of selection. Steve Bemis was a frequent presenter at PTC and was highly instrumental in founding PTC-Metropolitan Washington, PTC-SC's first affiliate. PTC-SC contributes to the fund and has participated in the selection of the annual winner since 1985, the first year the Award was given. Long standing PTC members who have been selected for the Award are listed in the Professional Recognition section of this Officers' Manual.

In 1984 PTC submitted and gained acceptance for two proposals for symposia in the 1985 American Psychological Association conference. The symposium on "Employment Systems" was successfully presented' by four PTC members and the symposium on "Test Passing Scores" was successfully presented by a combination of five PTC-SC and PTC-MW members.

In 1986, the conference paper from the 1985 PTC conference on "The g Factor in Employment" was published as an entire issue of the Journal of Vocational Behavior. PTC's Conference Chair, Lillian Avery, was primarily instrumental in arranging for this publication.

In 1988, another issue of the Journal was based on the 1987 PTC Conference "Fairness in Employment Testing," also chaired by Lillian Avery. The latter conference and Journal were follow-ups to the earlier ones. Lillian Avery wrote the introduction for both Journals. The 1988 Journal includes a solicited commentary from PTC member Augie Ryanen.

The 1990 Fall conference, entitled "Construct Validity: Issues and Opportunities" was published in a 1992 volume of the journal Human Factors. Its Foreword was written by then PTC President Donna L. Denning and its Introduction by Calvin C. Hoffman, Vice President, Conferences.

In the 1980s, affiliates continued to form. PTC-San Diego was formed in 1982, spearheaded by PTC members Eric Hall and Jean Welser. In 1984 PTC-Arizona was formed through the efforts of former PTC member Vicki Packman; Terry McKinney served as their first President. In 1986, PTC-Northern California was formed; past PTC-SC President Karen Coffee was highly instrumental in its formation. Karen Coffee and Dennis Joiner shared the first presidency of the Northern California affiliate. A PTC-SC liaison committee was formed during this period to assist coordination with affiliates and other related organizations.

Later in the 1980s, two other affiliates formed: PTC-South Florida and PTC-Upstate New York. Linsey Craig, of Palm Beach County, was instrumental in the formation of the South Florida group, and served as their first President. Nancy Abrams, a consultant, initiated the Upstate New York group, and was its first President.

The first edition of this Manual was completed and distributed by the Policy and Planning Committee in 1988. It was updated in 1991, 1994 and 2009.

In 1988, PTC-SC established an Honorary Lifetime Membership for individuals who made outstanding contributions to PTC. The first Honorary Lifetime Membership was awarded to Howard Lockwood, the primary catalyst in the founding and development of PTC in the 1950s. Honorary Lifetime Members are listed in the Professional Recognition section of this Manual.

In December of 1990, Executive Director Steve Magel appointed Kaye Evleth to chair a committee to revise the Bylaws; Jan Klein, Ann Friend, and Jean Marmelefsky served on this committee. Over approximately the next year, with much assistance of the existing Board, this laborious task was completed; and in March, 1992, the required two-thirds majority voted to adopt the new Bylaws.

The new Bylaws provide for six elected Board members, each of whom serves a three year term, and includes the President and the newly re-created offices of President Elect and Past President on the Board. Each year the Board elects an Executive Director from its ranks.

The first officers and Board members elected under the new Bylaws took office in 1993. For that election only, two Board members each were elected for one, two, and three year terms. This permits the election of two Board members each year from that point on, minimizing the turnover on the Board in any one year.

The other significant change enacted with the adoption of the new Bylaws was a complete revision of the nomination procedure, which includes the creation of a three member Nominations Committee, competitive elections, and a standardized format for presentation of candidate qualifications on the ballot.

It is hoped that PTC-SC's development and experiences will be useful to its affiliates as they develop their own histories. It is expected that mutual benefits will be derived from

cooperation and communication among all affiliates. It is believed that this history is only a prelude to future developments. For informational purposes, a listing of PTC-SC Presidents follows (based on available information).

## **PERSONNEL TESTING COUNCIL-SOUTHERN CALIFORNIA PAST PRESIDENTS**

1953 Howard Lockwood  
1954 Cecil Miller  
1955 Richard Neufeld  
1956 James Froyd  
1957 Edward Hane  
1958 Mary Tenopyr  
1959 Kenneth Wentworth / Max Barney (not verified)  
1960 Joics Stone, Steven Vopatek (not verified)  
1961 Richard Neufeld  
1962 Irene Jones, Stewart Marsh (not verified)  
1963 Donn Locke (not verified)  
1964 Max Barney (not verified)  
1965 Duke Page (not verified)  
1966 William Ruch  
1967 Inactive  
1968 Marshall (Jack) Brenner  
1969 Marshall (Jack) Brenner  
1970 Frank Ofsanko  
1971 Patricia Pfeiffer  
1972 Richard Biddle  
1973 Edward Hane  
1974 Augie Ryanen  
1975 Floyd Ruch  
1976 Victor Tom  
1977 Anita Ford  
1978 Cheryl Mahaffey  
1979 Cecil Marr  
1980 Peggy Giffin  
1981 Gail Carson  
1982 Dina Wiley  
1983 Karen Coffee  
1984 David Friedland  
1985 Annette Porzio  
1986 Helen Lewis  
1987 Jan Klein  
1988 Kaye Evleth  
1989 Stephen Magel  
1990 Donna Denning

1991 Calvin Hoffman  
1992 Thung-Rung (TR) Lin  
1993 Mary Ellen Schubel  
1994 David Friedland  
1995 Jade Kuan  
1996 Lisa Holden  
1997 Kristine Smith  
1998 Mabel Miramon  
1999 Ross Hessler  
2000 Carol Williams  
2001 Kathryn Paget  
2002 Bernadette Babasa  
2003 Bridget Styers  
2004 Michael Wheeler  
2005 Hedieh Khajavi  
2006 Sam Humes  
2007 Anna Forsberg  
2008 Michael Arnoldus  
2009 Amy Gurjian

## PTC POLICIES AND PRACTICES

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### DECISION-MAKING ROLES OF OFFICERS v. THE EXECUTIVE BOARD

All powers of PTC are technically and legally exercised under authority of the Executive Board. In practice, the Board retains all "foreign policy" decision-making authority (e.g., relations with other professional organizations and governmental agencies). This includes approval of position papers, and inputs and comments on documents produced by other organizations.

"Internal affairs" are generally delegated to the officers. One substantive internal decision-making activity of the Board is the annual approval of a line item budget presented by the incoming President. The presentation of the proposed budget to the Board provides an opportunity for the Board members to express opinions, advice, and recommendations to the President regarding proposed activities, and to finally approve a budget. This exercise is usually referred to as "providing direction" or "setting policy." Unusual future unbudgeted expenditures also require Board approval.

Another Board responsibility is the right to oversee and reject specific conference themes proposed by the President. In practice, the Board members express opinions and recommendations about themes that are proposed, but rarely reject proposals outright.

Before the 1992 Bylaws change, another traditional interface area was the annual nomination of officers. The President did preliminary screening of potential officers and submitted candidate names for Executive Board consideration. The Executive Board considered the list of names and other candidates as well. The Executive Board decided upon its nominations, and the officers performed the mechanics of the formal nomination and election procedures. During the time period in which this procedure was used, an election slate of one candidate per office was most often offered.

One of the biggest changes brought about by the new Bylaws adopted in 1992 was the formation of a Nominating Committee which actively solicits multiple candidates for each office.

A primary function of the Executive Board is to provide a forum for discussion of issues affecting PTC prior to taking any action. Executive Board members should seek and take account of PTC members' views in their actions to the extent feasible. Solicitation of input is especially important for critical issues such as determining PTC's position on proposed legislation and award nominees or recipients. In line with these considerations, Executive Board meetings are always open to all PTC members and every effort will be made to publicize them in advance to members in the Newsletter and through announcements at conferences and luncheon meetings.

The Board also approves any awards or professional acknowledgements and nominations for such awards or acknowledgements granted to individuals on PTC's behalf. These include the Floyd Ruch Award, the Bemis Award, and Honorary Lifetime Membership.

With the above exceptions, the Executive Board's role is essentially advisory. All remaining administrative authority has been tacitly delegated to the President; and, in this regard, the Executive Board serves to advise and assist the President and other officers in the performance of their duties. For further information on any of the activities referred to in this section, see specific sections of this Manual.

## COMMITTEES

### **Ad Hoc Committee**

The Executive Board, the President or any officer, with the President's approval, may form an ad hoc committee for any purpose which is not contradictory to the purposes of PTC. Examples of past committees include those formed for commenting on national testing documents, responding to proposed legislation, and arranging social events.

### **Standing Committees**

PTC has two standing committees which report to the President. These committees exist for the purpose of providing the membership with professional services not otherwise formally available through PTC's monthly meetings, publications, or conferences. They also provide an opportunity for interested members to become more involved with the organization and to assume leadership roles within it.

The chairs of standing committees are selected by the President on a yearly basis. They are charged with the responsibility of developing and implementing projects within the spheres of their committee that are in concert with the purposes of PTC and the President's goals as approved by the Executive Board. It should be noted that, contrary to the current wording of Article IV of the Bylaws, committee chairs are not considered to be officers.

As needed, the President may, with Board approval, form additional standing committees or delete existing standing committees. Previous standing committees have been: Membership, Assessment Center, Applied Research, Technical Research, Internship, Placement, Liaison, Legal, and College/University Relations.

The current standing committees and their roles within PTC are as follows:

1. **Research Committee**

This committee offers the membership a forum in which to share work projects, research, or state-of-the-art topics for purposes of education, critique, or discussion.

## 2. Training Committee

This committee is responsible for holding at least one training session each year. This session may be designed primarily to provide basic training to members who are relatively new professionals in the field, or it may provide more advanced training on special topics or emerging areas of interest to the field.

The Executive Board has one standing committee:

### *Policy and Planning Committee*

This committee recommends the development, revision, or rescission of policy to the Executive Board. Additionally, it continually reviews the long-range plans and goals of the organization. It also periodically updates the Officers' Manual as needed. The President and at least three Board members who have served on the Board at least one year must be members of this committee. It must report its work to the Board at least twice a year.

The Executive Board may add or delete standing committees as it deems appropriate.

In all cases, the power to appoint committee Chairs and members includes the power to remove them.

## DOCUMENTATION

In accordance with usual association Bylaws and protocol, PTC maintains records of attendance and minutes of official Board meetings. Documentation of officer meetings, committee meetings, and monthly luncheon meetings is optional.

Voting results of PTC Board members also are documented in Board meeting minutes. Membership votes for PTC officers are counted and documented by the Executive Director of the Board. Ballots are retained by the Executive Director for one year. The Secretary monitors and assists in the counting of votes. Other documentation includes membership voting on changes to the Bylaws.

Interim financial documentation for dues, conference registration and PTC payments also should be kept. This documentation normally takes the form of bills and receipts. Conference agreements, room rates, meal costs, and use of facilities agreements normally should be kept for a period of three years. Documentation of speaker expenses and bills also should be kept for a period of three years, if PTC has agreed for their payment.

Interim documentation normally is maintained by the responsible officer, with the Secretary and Treasurer maintaining the permanent files. Each officer's responsibility is defined in the appropriate section of this Manual.



## NOMINATION AND ELECTION OF OFFICERS

The identification of officer nominees starts in March when the Nominating Committee, which consists of the President Elect of the current year, a member of the Executive Board, and a non-office holding member, is formed and introduced at the luncheon meeting and in the Newsletter. This committee solicits nominations from the membership, which is accomplished by electronic mail sent to all members describing each office and explaining how to make nominations. An Officer Nomination Form and a Sample Nominee's Statement of Qualifications are included with the notification.

### Nominations

The Nominating Committee also solicits interest from among the previous year's officers, Committee Chairs, and active members. The Nominating Committee should strive to provide at least two candidates for each office and one more than the number of Executive Board members to be elected. In identifying potential officer nominees, the Nominating Committee considers a wide variety of individuals and, as needed, makes contact with them to explore their backgrounds and interests. The following criteria are considered:

- PTC involvement
- Membership status and length of membership
- Past service to PTC (e.g., officer, Committee Chair, committee member, speaker)
- Willingness to serve
- Testing experience and other skills
- General reputation in the testing field, education training, and experience in the testing field
- Organizational, leadership, and administrative skills
- Other knowledge, skills, abilities, and other characteristics related to specific office duties and responsibilities
- Planned achievements for PTC

Consideration also is given to achieving a balance between public agency and private sector members, small and large employers, and to insuring adequate diversity in all relevant aspects.

In July 1994, the Executive Board took action to approve on a provisional basis the use of "job sharing" for officer positions. In this arrangement, two members could nominate themselves as a team to serve in a single officer position, sharing the duties and benefits in whatever proportion is agreed to by both parties.

Additional nominations are accepted by the Nominating Committee from the membership by telephone, mail, from the floor at the August meeting, or by electronic means. Nominations shall close the day of the August meeting.

## **Elections**

In September, ballots which include all Qualifications Summaries are prepared and sent by the Nominating Committee by electronic means to every member who has paid dues for the current year. Members shall be given at least 7 calendar days to make their votes.

The ballots are reviewed by the Executive Director, who verifies the membership status of the voter. To be elected for an officer position, a candidate must receive a simple plurality of votes cast for that office. For Executive Board positions, the candidate with the highest number of votes fills the first vacancy, the candidate with the second highest number of votes fills the second vacancy, etc. The Secretary should observe and record results. Both successful and unsuccessful candidates are then contacted by the Executive Director and advised of the election results.

General election results are announced to the membership at the Fall conference or no later than October. Specific vote counts are given to individual members by the Executive Director upon request. Please see the Documentation section of this Manual for related information.

## **FISCAL POLICIES AND PRACTICES**

It is the policy of PTC to operate each calendar year's program on a fiscally sound basis. A detailed projected budget is prepared by the President Elect and presented at the December or January Executive Board meeting. Once approved by the Board, the annual budget serves to describe the fiscal parameters for that calendar year. Each President who formulates program activities should budget using an annual "break even" approach. Individual program elements (e.g., Newsletter and Membership Directory) may operate at a loss. If this is the case, other components, such as conferences, should be budgeted to generate offsetting revenues.

Unforeseen or unplanned expenses during the year may occur and be paid with the approval of the Executive Board. Examples include legislative position papers and items of professional recognition. PTC strives to maintain a minimum balance of \$5,000 to \$10,000 in an interest-bearing account to cover unplanned expenses, to prevent cash flow problems, and to preserve the financial integrity of the organization. At no time should PTC's assets jeopardize its nonprofit status.

The Treasurer keeps an on-going budget which is formally prepared and submitted to the President on a quarterly basis. The President presents these quarterly budgets at the Executive Board meetings. The final yearly budget is presented to the Executive Board and President-Elect at the end of the fiscal year.

## **Dues**

Membership dues are kept low purposefully to encourage membership. A reduced student rate also is available. Honorary Lifetime Members pay no dues. Membership

dues are due January 1 on an annual basis. It has been the practice to extend the previous year's membership until the February meeting as a grace period. The Executive Board may vote by simple majority to modify membership fee schedules to attract more members to organizational events (i.e., conferences, workshops, etc.).

## **Monthly Luncheons**

Luncheon fees are intended to cover overall costs of the luncheons. Students' luncheon fees are subsidized to encourage student attendance and possible future full-time membership, and to acknowledge the usual lesser earnings of students. Guest (non-member) fees are set higher than cost to encourage guests to join PTC and thereby obtain the membership rate. The higher rate also helps to cover the cost of the lunches of the speaker, officers, and the Executive Director, who are not charged. Although PTC normally does not provide an honorarium to its monthly luncheon speakers, it may on occasion pay speaker expenses such as transportation.

The Executive Board may vote by simple majority to change luncheon fees to operate on a fiscally sound basis and promote the organization to a larger audience.

## **Conferences, Workshops, and Board Meetings**

Conference fees are kept low to maximize attendance. Members normally are charged less than non-members. A combination PTC Membership-Conference fee, which is even lower than the non-member fee, is frequently offered to encourage conference attendees to become PTC members. At one time an early-bird conference discount fee was instituted to attract members who otherwise might not attend, as well as to encourage early registration (which allows the Vice President-Conferences a better opportunity to plan). Conference registration fees for officers and the Executive Director (excluding the Immediate Past President) are paid by PTC, but not lodging, meals, or travel costs. Lodging may be paid by PTC for the Vice President(s) of Conferences, if not compensated by the hotel or venue.

Conference speaker expenses are normally paid by PTC. Speaker honoraria are avoided, although they may be given if deemed critical after discussion with the President and/or Executive Director. When given, care should be taken to make certain honoraria are equitable with regard to the various speaker roles in the conference program and prior practice.

Workshops normally are free to members, with non-members being charged a fee. Occasionally travel expenses are paid and lunches provided to Workshop presenters. Additional funds may be raised by selling items such as conference proceedings and recordings, which normally are offered to members at a discount. Budget permitting, Executive Board meeting expenses may be paid by PTC.

## **Social Hours and Speaker Sponsorship**

Hosted and no-host bars have been offered as part of PTC conferences. PTC has sponsored and co-sponsored social hours at conferences held by organizations such as the American Psychological Association (1981, 1983, 1985) and the International Personnel Management Association Assessment Council. The sponsorship has been for purposes of publicity and the good will of professionals whom PTC may call upon to participate in its activities. The sponsorship normally includes hors d'oeuvres and rental of the meeting room, but not the costs of drinks.

PTC occasionally may sponsor or co-sponsor speakers for another organization's conferences. The speaker may or may not be a PTC member. Considerations related to any financial sponsorship include the speaker's qualifications, the topic, the conference, and the possibility of reciprocation by the organization holding the conference. As examples, PTC has sponsored or co-sponsored speakers at conferences held by the International Personnel Management Association Assessment Council and the American Psychological Association (1985) at no cost.

## **PROGRAMS AND CONFERENCES**

PTC programs and conferences provide the primary vehicles through which the organization fulfills its goals. All programs and conferences should be planned to enhance the education of the membership. Program themes should focus on the areas specified in PTC's Mission Statement, and should provide a forum for the formal and informal exchange of information among members. Readers of this section also should refer to the Documentation and Fiscal Policies and Practices sections of this Manual.

## **Luncheon Programs**

Meetings are held on the fourth Wednesday of each month. However, no membership meeting is held in December. Membership meetings are occasionally canceled when the fourth Wednesday is close to a scheduled PTC conference.

The registration and the informal mixing of members ("attitude adjustment" period) normally begins at 11:30 a.m., with the luncheon served at noon. PTC business and announcements usually are conducted at 1:00 p.m., followed by introduction of the luncheon speaker(s) and the luncheon presentation. A question-and answer period usually follows the presentation. A luncheon program of approximately 45 minutes to one hour should be planned, with adjournment set for approximately 2:00 p.m. Occasionally, a short break is called at 2:00 p.m. to allow attendees who wish to leave to do so, after which questions-and-answers continue.

In 1990, a new schedule was tentatively adopted. Registration and "attitude adjustment" was 10:30 a.m. to 11 a.m., announcements and the luncheon speaker 11 a.m. to noon, and luncheon served noon to 1 p.m. This schedule was later revised to registration at 11 a.m., announcements at 11:15 a.m., the luncheon speaker at 11:30

a.m., and luncheon at 12:30 p.m. Within a couple of years, member preference dictated a return to the traditional schedule.

Arrangements must be made beforehand for any audio-visual equipment required by the speaker and any duplication of materials for distribution. Arrangements also should be made for any audio or video recording of the presentation. Permission to record must be secured from the speaker.

Because luncheon reservations have been a continual problem, it is desirable to use a restaurant with a flexible reservation policy allowing additional guests or no-shows, provided a minimum number of reservations are guaranteed; however, this has not always been possible.

Publicity for each luncheon program is written by the Vice President-Programs and appears in the PTC Newsletter or is distributed via electronic means (i.e., email). Timely distribution of the PTC Newsletter is essential for program attendance. In the Vice President-Programs section of this Officers' Manual is a detailed schedule for arranging and presenting luncheon speakers and publicizing their presentations.

## **Conferences**

Conferences should be planned to be attractive and affordable for PTC membership, and to provide a topic of sufficient interest to attract attendees nationwide. PTC conferences should be both educational and enjoyable. State-of-the-art topics with practical implications seem to best attract attendees. Topics for the conferences are selected by the Vice President-Conferences, and with the approval of the President, are presented to the Executive Board at the beginning of the year. The topics are discussed by the Directors and are normally approved by the Executive Board.

Generally two conferences are held each year, a Spring Conference and a Fall Conference. The Spring Conference traditionally is a one-day affair held in the greater Los Angeles area. The Spring Conference usually is more technical and has sometimes taken the form of a workshop or seminar. Because of its specialized nature, the Spring Conference tends to draw fewer attendees than the Fall Conference. The intent is usually to break even financially on the Spring Conference.

The Fall Conference generally is a one-and-a-half day overnight affair held outside the immediate Los Angeles area. The Fall Conference allows more time for informal socializing and mixing. PTC has provided a hosted bar or other social functions at conferences when the budget has allowed.

In January of 2008, the Executive Board voted to focus organizational resources and schedule one two-day Fall Conference per year to have more time for marketing the event. The Conference resulted in a greater membership turnout than before. In 2009 the Board approved forgoing a spring conference and having only a one-day fall conference.

Fall Conferences may involve the work of several committees appointed by the Vice President-Conferences. These include a Conference Site Committee which handles conference arrangements (i.e., food, timing of refreshments); a Publicity Committee to handle the development of a brochure, mailing list, and other publicity; and a Hospitality Committee focusing on airport pickup/delivery, informal meetings, and other issues relating to the conference speakers. The past pattern has been to appeal to a broad, large audience for the Fall Conference and to make a reasonable profit on it.

Publicity for conferences has involved mailings to the PTC Newsletter mailing list, PTC affiliates, the IPMAAC (now the International Personnel Assessment Council – IPAC), the Personnel and Industrial Relations Association, the Metropolitan New York Association for Applied Psychology, the Southern California Personnel Management Association, and the members of the Society of Industrial-Organizational Psychology. At times, PTC also has used other specialized mailing lists identified as having special interest in a given topic. For example, PTC has run an ad in the Daily Journal when the conference was deemed of interest to lawyers.

For informational purposes, a listing of PTC conferences follows this section. PTC would welcome the information indicated as missing on the listing.

## COMMUNICATIONS

The first PTC publication was a monthly one-page meeting announcement sent to members in the form of a letter. During 1958 and 1961, studies conducted by PTC members were printed in Personnel Testing Reports. Membership directories were printed. The monthly one-page letter gradually expanded into several pages. More recently, its format changed to a two-page monthly and a four-page quarterly publication. As these publications grew in number and importance, the office of Vice President- Publications was created in 1980 to meet PTC's communications needs. The role has expanded from that of a newsletter editor to a coordinator of publications. In 2008, the positions of Vice President-Publications and Vice President-Web Publications were consolidated to Vice President-Communications and new officers (co-VPs) were elected in this role beginning in 2009.

PTC publications serve a two-fold purpose: to communicate information to members, and to serve as a marketing tool for the development and enhancement of the organization. Publications must reflect the professional image of PTC in order to inform readers, recruit new members, and gain market exposure.

It is the responsibility of the Vice President-Communications to coordinate and delegate tasks so that all publications are produced in a timely manner, and to ensure that the contents of the publications enhance the image and purpose of PTC. The Vice President-Communications is responsible for writing or editing articles in good journalistic style, and, as appropriate, may include, reject, and/or edit articles submitted.

## **Newsletter**

Although the name, size, and frequency of the PTC Newsletter may vary over time, its objective is to convey timely news and information related to personnel testing and selection to members. This includes notices and articles concerning upcoming meetings, conferences, and committee functions, synopses of recent events, and highlights of individuals and their achievements. All of these serve to foster member cohesiveness. As space permits, the PTC Newsletter also serves as a forum for technical articles in the field of testing, regulations, and guidelines, analysis of relevant legislation, and the advertisement of appropriate professional openings. After five years as the PTC Topics, the periodic publication's name was changed to the PTC Newsletter. In 1985, an expanded version of the PTC Newsletter called the Quarterly began publication four times per year.

Newsletters are typically distributed on a quarterly basis to all membership. In addition to members, other selected individuals may receive the PTC Newsletter. They include the officers of PTC affiliates and similar organizations, local individuals with an expressed interest, and recent guests.

## **Conference Brochures and Publicity**

Whatever form the publicity takes, its goal is to announce the upcoming conference, generate interest in it, and recruit attendees. This is accomplished by describing the conference purpose and theme, the speakers, their biographies, and their individual topics. The conference location, dates, times, and cost information, as well as how to register, should be prominent in the publicity.

## **Membership Brochure and Application**

As a primary recruiting tool, it is essential that the membership brochure and application reflect the image and purpose of PTC. A response form is a part of this brochure to enable readers to obtain more membership information. The membership application should be sent to members, former members, and previous guests by the end of each year so that they can be processed in time for payment of dues by the January meeting. The membership brochure should include the dues schedule and projected luncheon fee for the new year, as determined and approved by the Executive Board.

## **Membership Directory**

The annual PTC Membership Directory is a listing of active members who have paid membership dues for the year. It is generally prepared and distributed by the end of the second quarter. In addition to member names, their titles, employers, mailing addresses, e-mail address and phone numbers are included. The PTC Membership Directory normally also includes the current PTC Bylaws and lists of current officers and

members of the Executive Board. Every dues-paying member is entitled to a PTC Membership Directory.

## **Officers' Manual**

The Officers' Manual is a summary of PTC's history, mission, policies and practices, and officer duties and responsibilities, as well as a listing of PTC-related responsibilities. It was written to provide background for current organization functioning and to articulate what has evolved over the years since PTC's founding. It fulfills the PTC Bylaws requirement that officer duties be specified in such a document. It is intended as an information source, an orientation to PTC, and an aid to Executive Board Members and new PTC officers.

This Officers' Manual was originally written in 1988 by the Policy and Planning Committee, which updates it as needed. It is distributed to officers and Executive Board members. Retiring officers and Executive Board members pass on their copies to new officers and Executive Board members. It is not confidential and may be distributed as deemed appropriate.

## **Educational Responsibilities**

In accordance with its stated purposes, PTC regularly generates and/or disseminates educational information related to testing and selection. The content of the material includes state-of-the-art and sometimes controversial professional information, as well as material related to basic theory and ongoing practice. Typical topics include research findings, new techniques and methodology, legislative and judicial developments, and professional and regulatory documents. This information goes to the PTC membership, participants in its functions, other interested persons, and persons or groups whom PTC is attempting to influence.

Oral, printed and electronic information is disseminated at PTC workshops, seminars, conferences, and monthly luncheon meetings. Speakers and authors at these events may be PTC members or outside experts. Speakers have been recorded and their recordings loaned, transcribed, and distributed to PTC members. Printed materials sometimes are sold to members and interested persons. Printed and transcribed materials have been submitted for journal publication and have been published.

Research Committee and Training Committee meetings also are periodically held for and by PTC members. Non-members may be invited for a fee and sometimes at no charge.

PTC also has sponsored sessions in conferences conducted by other professional organizations (e.g., the American Psychological Association). Transcriptions of the sessions were distributed to interested persons.



Comments on national professional documents occasionally are developed and submitted by PTC, as are comments and position papers on legislative and regulatory matters. While this is primarily a responsibility of the Executive Board members, efforts should be made to solicit member contributions. Copies of these materials are offered to the membership and interested parties.

Educational information historically has been distributed to members via the Personnel Testing Reports, PTC Topics/Newsletter, the Quarterly, and the Clearinghouse.

PTC purposely fosters informal conversations among its members and participants at its various functions. Occasional cocktail hour sessions have been sponsored for this purpose by PTC at conferences conducted by other organizations. There also is continuous networking among PTC members outside of PTC's formal affairs.

## MEMBERSHIP

Membership is on a January-to-December calendar year basis. Benefits of membership include PTC mailings and publications, including a membership directory, luncheon meetings at cost or less, discounted conference fees, free workshops, and discounts on items such as journals and conference proceedings.

PTC has two other types of membership besides regular membership: Student Membership and Honorary Lifetime Membership. Student members pay lesser fees for membership, monthly luncheons, and, at times, for conferences. They receive all regular membership benefits and privileges. To be eligible for Student Membership, students must be of full-time status, without regular professional employment. It is hoped that Student Members will become better informed in the field, like the field enough to obtain employment in it, and eventually become regular PTC members.

Honorary Lifetime Membership is awarded by the Executive Board to no more than one individual per year (see the Professional Recognition Section). Honorary Lifetime Members receive all regular benefits and privileges and are excused from annual dues. It is hoped that Honorary Lifetime Members will stay active in PTC, to the mutual benefits of the member and PTC.

The size of PTC membership has fluctuated greatly. Originally in the 1950s, approximately 20 members met informally at lunch to discuss testing issues and projects. The group diminished, then grew to about 50 members in the mid 1960s. By 1971 it had grown to over 100 members with monthly meeting attendance of 60-80.

Membership rose further in the 1970s when selection became a highlighted, controversial national issue. During that period PTC initiated conferences which featured speakers from across the country and attracted large numbers of attendees. Membership discounts on conference fees were frequently offered to encourage membership. A Membership Committee was formed, which encouraged recruitment of

members, prepared membership booklets, and welcomed new members. Membership fluctuated between 100-400. It continues to fluctuate around 100 members.

Membership composition has changed somewhat over the years. A survey of members in the late 1950s showed 63% of the membership to have an M.A. or Ph.D., and 46% to have specialized in courses in Psychology. Selection specialists consistently have provided PTC direction and leadership during its history. PTC also has attracted personnel generalists and specialists in related fields such as EEO, law, statistics, management, and clinical psychology. The larger the membership, the more heterogeneous the composition.

Members primarily have been employees of private and public organizations. For most of PTC's life, the leadership and membership mix between these two segments has been fairly equal. This balance was considered advantageous in that neither sector dominated the organization and both sectors learned from each other.

Other substantial membership sectors include selection and management consultants, test publishers, academicians, and students. Like the private sector mix, this heterogeneity is considered an advantage in that it brings to PTC a variety of perspectives on testing. Members predominately live in Southern California, but conferences have attracted members from across the country.

Aside from agreement with PTC's mission, there have never been any entry qualifications for PTC membership. Members have joined and participated in the organization because of its specialized focus on testing and selection. PTC has pursued a larger membership primarily to enable it to hold meetings and conferences of higher quality and greater expense. See the History and Development section of this Officers' Manual for related details.

## **MEMBER MUTUAL ASSISTANCE (NETWORKING)**

In accord with PTC purposes, PTC encourages its members to share professional information and to assist each other professionally as much as possible. Time usually is allocated at PTC meetings and conferences to foster these activities. A Membership Directory is published and distributed to members annually. Some years an update to the Directory is issued in early Fall. A list of conference attendees usually is printed and distributed to participants.

PTC members also network with other professionals whom they meet at PTC functions or through PTC contacts. Members active in external PTC affairs and members of the Liaison Committee can be particularly helpful in designating or making non-member contacts.

## PROFESSIONAL RECOGNITION

At its January meeting, PTC normally presents a President's Award to its outgoing President. The award is to recognize the outgoing President's leadership and contribution to PTC. Presidents are listed in the History and Development of PTC section of this Manual.

PTC also may give special professional recognition to non-officer PTC members or past members by presenting them with the Floyd L. Ruch Award, named after an illustrious PTC leader. The award is to be given for outstanding non-officer service to PTC, or for achievement or commitment in the field of testing and selection. Thus far, the Floyd L. Ruch Award has been presented to the following PTC members for their outstanding and distinguished service:

<u>Floyd L. Ruch Award Recipient</u>	<u>Year Awarded</u>	<u>Award</u>
Dina Wiley	1979	Silver Tray
Lillian Avery	1984	Plaque
Anne Friend	1991	Engraved Clock
Ken Shultz	1991	Engraved Clock

Recognition also is bestowed by awarding Honorary Lifetime Membership to individuals who have made outstanding contributions to PTC and/or to the field of testing and selection. In addition to free lifetime PTC membership, recipients have received a special pen and pencil set. Honorary Lifetime Memberships are not intended to be limited to older individuals with lifetime contributions and achievements. No more than one Honorary Lifetime Membership can be awarded by the Executive Board each year. It is not expected that an Honorary Lifetime Membership be awarded each year.

The first Honorary Lifetime Membership was awarded to Howard Lockwood, the primary catalyst in the forming and development of PTC in the 1950s. Following is a listing of Honorary Lifetime Membership recipients:

<u>Honorary Life-Time Member</u>	<u>Year Awarded</u>
Howard Lockwood	1988
Frank Ofsanko	1990
Lillian Avery	1991
Edward Hane	1997
Patricia Pfeiffer	1999
Anita Ford	2007

PTC may show professional recognition in other ways. Along with other organizations, PTC contributed to the Stephen Bemis Memorial Fund, which annually presents a grant and a plaque to an outstanding testing and selection professional who has made outstanding practical contributions to the field.

Stephen Bemis was a frequent presenter at PTC and was instrumental in forming PTC-Metropolitan Washington, PTC's first affiliate. Nominees for the Bemis Award come from a variety of sources. The winner is selected by a committee representing several associations. PTC participates in the selection along with such organizations as PTC-MW, the Western Regional Intergovernmental Personnel Assessment Council, and the IPAC. The award is presented at IPAC's annual conference. Following is a listing of long standing PTC members who have been selected for the Bemis Award:

<u>Bemis Memorial Award Recipient</u>	<u>Year Awarded</u>
Ted Darany	1987
Karen Coffee	1990
Anita Ford	1993
Donna Denning	1998
Kristine Smith	2008
Edward Hane	2009

Flowers and donations related to illness and death have been sent to notable individuals on behalf of PTC. These unusual acknowledgements require Executive Director and President approval.

Any member may nominate someone for PTC recognition by submitting the nominee's name to the Board's Recognition Coordinator (normally PTC's immediate Past President). The coordinator considers the nomination, obtains necessary information, and submits the nomination for a Board vote. The coordinator also recommends whether the nomination should be approved and the nature and amount of any recognition. A comprehensive list of Bemis nominees and awardees are available at the PTC website.

## **SCHOLARSHIP PROGRAM**

The annual scholarship program was established in 2009. It serves as a method to promote the PTC at colleges and universities within Southern California. In addition, this program falls in line with the mission of the organization in that it encourages education and professional development in the field of personnel selection and testing.

The program is preceded with a recruitment period during which students are encouraged to submit a paper illustrating their research to a designated committee for review and vote. This Scholarship Program Committee will consist of the Past President, at least one board member and one PTC member. The Committee will vote on the finalists and the winner of the scholarship. The finalists selected will present a research poster at an annual conference. At least three finalists should be selected; however, depending upon the quality and quantity of submissions, more may be selected. The winner is then announced at that conference. Papers must be theses, dissertations, or other student papers that describe original research conducted by the student author. While it is preferred that the research be directly related to personnel

testing, other research areas relevant to the organization may be considered. The study does not have to be complete for a student to participate. Furthermore, students do not need to be a member of PTC to participate, but they do need to be enrolled in a recognized college or university at the time of the poster presentation. The application of this program is dependent upon sufficient funding and is subject to Board approval.

## LEGAL, REGULATORY, LEGISLATIVE AND PROFESSIONAL POSITIONS

In accordance with PTC's mission statement of promoting fair and proper testing, PTC occasionally takes positions on proposed governmental regulations, legislation, pending court decisions, and proposed professional documents relating to testing and selection. PTC efforts are intended to inform parties of sound testing practices and related professional issues. Under the direction of the Executive Director, PTC develops a position or response whenever the issue is perceived to be important and serious in its potential impact.

Examples of past PTC responses include letters in 1974, 1981, and 1985 to California legislators regarding pending legislation concerning "truth-in-testing," non-cognitive testing, and freedom to use a job-related test. Other examples include a letter in 1975 to the American Psychological Association's Committee on Scientific and Professional Ethics and Conduct. The letter was a position in response to a recent National Labor Relations Board arbitration decision which allowed the invasion of privacy of test results. PTC also jointly sponsored an *amicus curiae* for the case with PTC-MW and the Metropolitan New York Association for Applied Psychology.

Another letter in 1977 was sent to the Attorney General of California regarding a licensing requirement for developing or validating tests. In 1978 and 1980 PTC wrote comments to the California Fair Employment Commission on their proposed testing regulations.

In 1971 PTC sent a letter to the Office of Federal Contract Compliance regarding their proposed regulations on testing. In 1973 and 1974 PTC sent comments to the Equal Employment Opportunity Commission on their proposed testing guidelines. In 1976 comments on a new draft of testing guidelines were sent to the Equal Employment Opportunity Coordinating Council. Comments on the Uniform Guidelines on Employee Selection Procedures were sent to the EEOC in 1978, and on its Documentation section in 1983. In 1990, PTC sent comments on a proposed national civil rights bill involving testing to two key congressmen.

PTC has responded to drafts of professional documents. PTC made comments on the American Psychological Association's draft publications of its 1974 *Standards for Educational and Psychological Tests* and its 1985 *Standards For Educational and Psychological Testing*.

PTC's Legal Committee can be helpful in monitoring legal, regulatory, and legislative developments, and in informing PTC membership of developing issues. Whenever a position is deemed appropriate, a voluntary committee usually is formed under the direction of the Executive Director. The committee develops the position and gains Board approval. The Board also must approve any related expenses.

As much as possible, PTC members and PTC affiliates are informed of these efforts as they occur. Any prepared materials are made available to members and affiliates.

## **RELATIONSHIPS WITH OTHER PROFESSIONAL ORGANIZATIONS**

PTC-SC endeavors to maintain an on-going liaison with other recognized professional organizations whose memberships are primarily interested in personnel assessment or tests and measurement. These organizations include, but are not limited to:

Personnel Testing Council – Metropolitan Washington  
Personnel Testing Council – Arizona  
Personnel Testing Council – Northern California  
Personnel Testing Council – San Diego  
Personnel Testing Council – South Florida  
Personnel Testing Council – Upstate New York  
American Psychological Association – SLOP Inc., Division 14  
and the Evaluation, Measurement, and Statistics Divisions  
International Personnel Management Association Assessment Council  
Western Region Intergovernmental Personnel Assessment Council  
Metropolitan New York Association for Applied Psychology

Liaison activities include the exchange of newsletters and membership lists among all PTC affiliates. Additionally, each PTC extends membership rates to members of PTC affiliate organizations for luncheon meetings and conferences.

At the discretion of the President, an individual may be appointed to serve as an official liaison with other organizations or this responsibility may be delegated to one of the officers. The History and Development section of this Manual provides further details relating to the organizations listed above.

PTC-SC also occasionally sponsors or co-sponsors speakers, symposia, and social events at conferences held by other organizations. When the annual American Psychological Association Conference was held in California and in Washington, PTC-SC in conjunction with PTC-MW sponsored no-host social hours. PTC-SC also sponsored a social hour with IPMA. PTC-SC has sponsored symposia at American Psychological Association conferences and speakers for IPAC conferences. See the Fiscal Policies and Practices section of this Manual for further details.

## ESTABLISHMENT OF PTC AFFILIATES

It is the policy of PTC-SC to encourage the development and subsequent affiliation of professional groups interested in personnel testing and selection. Considerations that PTC-SC has taken in determining whether to pursue affiliation include, but are not limited to:

- size and professional caliber of the group
- commitment of the group to PTC-SC purposes
- possible competitive position of the group for members and conference attendees
- willingness of the group to exchange membership benefits equally with all PTC affiliates
- expected financial solvency of the group

The procedures of affiliation are:

1. A formal petition of interest containing the signatures of all individuals interested in joining the new organization is submitted to the PTC-SC Executive Board.
2. The PTC-SC Executive Board reviews the petition and votes whether or not to pursue the venture.
3. If the PTC-SC Executive Board elects by a majority vote to pursue the affiliation, other PTC affiliates are notified of the intent and queried as to their reactions.
4. The Representative of the proposed organization is sent an "Affiliation Agreement" (see following page) to complete and return along with proposed Bylaws, the Constitution, a list of officers (or procedures to be followed in selecting officers), a schedule of proposed meeting dates, notification of proposed dues structure and the minutes relating to establishment of the organization.
5. If material requested is properly completed, the PTC-SC Executive Board votes to accept or deny affiliation and the use of the name "Personnel Testing Council."
6. All Affiliate PTCs are notified of the action taken.

## **PERSONNEL TESTING COUNCIL AFFILIATION AGREEMENT**

This agreement of affiliation is entered into by the Personnel Testing Council of Southern California and a group of personnel testing professionals desiring to adopt the name of "Personnel Testing Council of \_\_\_\_\_ ." The purpose of this agreement is to set forth the standards, obligations, and privileges voluntarily accepted by these groups.

The proposed new affiliate agrees to the following:

1. That its membership will consist of persons with a professional interest in personnel testing, selection, and related topics.
2. That it will support the purposes of the Personnel Testing Council of Southern California, as follows:

(Purposes to be listed here.)

3. That it will submit the following information (updated annually) to PTC-SC:
  - (a) Its constitution and by-laws.
  - (b) A list of its members and officers.

Personnel Testing Council of Southern California agrees to the following:

1. The use of the name "Personnel Testing Council" by the new affiliate, with an appropriate geographical suffix.
2. To furnish its constitution and by-laws as a model for guidance of the new affiliate.
3. To furnish its membership list to indicate the scope of positions of members.
4. To provide advice and information on organizational and technical subjects.

Both groups agree to the following:

1. They will furnish to each other a copy of each meeting or conference announcement, and a copy of each newsletter or technical publication.
2. They will communicate and coordinate in advance concerning technical meetings, conferences, and publications, in order to avoid conflicts and promote cooperative efforts where desirable.
3. They will exchange information of mutual benefit between corresponding committees of the two groups.
4. They will communicate in advance concerning public statements or positions.



5. They will admit members of the other group to meetings and conferences at member rates.
6. The groups will be financially independent, however:
  - (a) The groups may enter into specific activities, such as a conference, for which they have joint financial responsibility.
  - (b) Either group may provide services at cost to the other group, if desired.
7. This agreement will be reviewed by the groups at a time no later than one year after its effective date, and modified in any manner which is mutually desired.

This agreement will take effect when approved by the Board of Directors of the Personnel Testing Council of Southern California, and an authorized officer of the new affiliate.

APPROVED BY: \_\_\_\_\_

Organization Name: \_\_\_\_\_

GOVERNING BODY: \_\_\_\_\_

\_\_\_\_\_  
Name Date

\_\_\_\_\_  
Name Date

\_\_\_\_\_  
Name Date

\_\_\_\_\_  
Name Date

APPROVED BY PTC/SC BOARD OF DIRECTORS ON \_\_\_\_\_  
Date

Executive Director: \_\_\_\_\_  
rev. 11/84

## PTC ORGANIZERS

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### BOARD MEMBERS

Executive Board members are the current President, the immediate Past President, the President Elect, and six members each elected to three year terms. Elections of Executive Board members are staggered such that two are elected each year to begin their term the following year. This prevents the complete turnover of the Executive Board in any one year. PTC membership is required to run for the Executive Board, and must be maintained while in office. Current PTC officers are also ex-officio Board members, albeit non-voting ones. All members of PTC may attend meetings of the Executive Board.

Board meetings are called and presided over by the Executive Director, a member of the Executive Board elected for a one-year term by the other members of the Executive Board. In the event that the position of Executive Director is vacated, the Executive Board elects a new Executive Director to complete the term.

Dates for meetings may be set at meetings of the Executive Board or by notice from the Executive Director and are usually announced in the Newsletter. The Executive Director normally prepares the Board meeting agenda and arranges for meeting times and locations. Meetings historically were held after work and extended into the evenings, but have gravitated over the years to afternoon meetings. Meeting locations have included business offices, private homes, and restaurants. Meeting expenses sometimes are paid by PTC, budget permitting. A meeting quorum consists of a majority of votes of voting Board members (including proxies).

The Board is required to convene at least once each year. However, the Board typically meets about four times a year. In December, the Board meets to elect the following year's Executive Director from the members who will be serving on the Board that year. Potential conference themes and luncheon programs are also discussed at this meeting.

The collective duties and responsibilities of the Board are discussed in the Decision Making Roles of Officers v. the Executive Board section of this Manual. Essentially, the Board is responsible for approving the annual budget, setting policies for the organization, and defining and publishing PTC's position on issues of importance to the organization. It also monitors, assists, and provides direction to current officers. Additionally, the Executive Board approves any PTC sponsored professional recognition.

The Executive Director directs ongoing and ad hoc Board activities. An example of an ad hoc activity is the preparation of a PTC position paper. Besides the duties and responsibilities of the Executive Director, individual Board member responsibilities include the immediate Past President as the Recognition Coordinator. Please refer to other sections of this Manual for further details regarding those activities.

The Board has the authority to appoint committees as needed. It has formed several ad hoc committees over the years to perform such tasks as preparing professional positions and developing conference presentations. The Board has established one ongoing committee, the Policy and Planning Committee. The current PTC President and at least three additional Board members, who have served on the Board for at least one year, must serve on this committee. See the Committees section of this Manual for details.

## PRESIDENT

The President presides at all PTC meetings; appoints Chairs of all committees except committees of the Board; develops a program and a proposed budget with the officers, to be presented at the Executive Board's meeting following the election of officers; may request the Executive Director to convene the Executive Board; approves all PTC programs, seminars, and workshops; and is responsible to the membership for his or her conduct in this office and that of the other officers.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area Of Responsibility	Hours / Month	Responsibilities
Meetings	1.50	Call and conduct meetings of officers and Committee Chairs to review status of PTC business, discuss upcoming events, resolve problems, etc.
	0.50	Attend Executive Board meetings.
	2.50	Attend monthly luncheon meetings: Open luncheon meetings, introduce guests and welcome members, make timely announcements as necessary.
	3.00	Attend conferences, workshops, and committee related programs.
	1.00	Attend committee meetings (Policy and Planning, Membership, Research, Training, etc.).
	0.25	Call ad hoc meetings or form ad hoc committees as required to address pending legislation and special activities (such as social hours, an APA or SIOP presentation).
Approve/ Coordinate	4.50	Monitor activities of officers/committees. a. Approve conference, workshop or meeting topics, format, fees, accommodations, speakers, etc. b. Approve expenditures for PTC supplies, materials, flyers, brochures, stationery, etc.

		c. Approve budget variances d. Approve the distribution of the PTC membership list and the purchase of other organizations' member rosters.
Communication	1.00	Inform Executive Director of the status of PTC business and related developments as necessary.
	*	Present to the Board the proposed budget for approval.
	*	Present to the Board a status report on PTC business including budget, Newsletter, conference or other activities, etc.
	0.25	Correspond with PTC affiliates and other organizations on issues or activities of mutual interest.
	*	Maintain contact with officers and Committee Chairs relative to individual and/or joint responsibilities to ensure the effective and efficient conduct of PTC business.
Appoint	*	In the event of an elective office being vacated prior to year end (other than President-Elect), recommend nominee(s) to the Board.
	0.50	After election, identify necessary committees and appoint Committee Chairs.
	*	Appoint ad hoc or new Committee Chairs as needed during the year.
Other	*	Sign bank signature card (with Treasurer) and checks as needed.
	1.00	Maintain and pass on records, including copies of all correspondence, to successor.
<i>Total hours per month</i>	<i>16.00</i>	

\* NOTE: Most items in this section specify actions where time is already accounted for elsewhere.

### ***PRESIDENT'S CALENDAR***

#### **October/November (following elections)**

1. Attend informal meeting with Board.
2. Call and conduct meeting of incoming officers to discuss budget, calendar, luncheon meetings, conferences, individual responsibilities, etc.
3. Formulate proposed annual budget.
4. Formulate proposed calendar of events.

#### **December**

1. Obtain materials (including Manual) from outgoing office holder.
2. Communicate with officers regarding initial transitional activities:

- a) All officers should obtain historical records and Manual from their predecessor(s).
  - b) January luncheon speaker to be secured by VP-Programs.
  - c) Banking documents to be updated by Treasurer.
  - d) Arrangements for mailing of Newsletter to be completed by VP- Communications.
  - e) Tentative conference dates/topics to be developed by VP-Conferences.
  - f) Stationery, membership brochure to be ordered by Secretary.
  - g) P.O. Box services to be coordinated by Secretary.
  - h) Accommodations for next year's luncheon meeting to be secured (with written contract) by VP-Programs.
3. Appoint Committee Chairs.
  4. Present proposed budget to Board.
  5. Present proposed calendar of activities.

### **January through December**

1. Attend and facilitate monthly luncheon meetings.
  - a) Meet and welcome luncheon speakers
  - b) Resolve any arising difficulties (e.g., inadequate seating, misunderstandings of luncheon fee).
  - c) Verify luncheon count and payment (with Treasurer).
2. Call and conduct officer and Committee Chair meetings, as required, to discuss upcoming events, status of PTC business, etc.
3. Attend Board meetings, Policy and Planning Committee meetings, conferences, and workshops as scheduled.
4. Monitor and facilitate the activities of officers and committees.
5. Correspond with other organizations as needed.
6. Perform related ad hoc duties as needed (e.g., appoint ad hoc committees, recommend interim office replacements).
7. Maintain and pass on records to successor.

## **PRESIDENT-ELECT**

The President-Elect attends all meetings of the Executive Board and serves as a voting member of the Executive Board for the year preceding her or his term as President. The President-Elect serves on the Nominating Committee and performs all other duties as assigned by the President.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area Of Responsibility	Hours / Month	Responsibilities
Meetings	1.50	Attend officer meetings.
	0.50	Attend Executive Board meetings.
	2.50	Attend monthly luncheon meetings.
	3.00	Attend conferences, workshops, and Training and Research Committee Programs.
	*	Preside over meetings in the absence of the President.
Other	0.25	Prepare a proposed budget for the following year.
	1.50	Serve as a member of the Nominating Committee.
	0.50	Serve as a member of the Planning & Policy Committee.
<i>Total Hours per Month</i>	9.75	

## VICE PRESIDENT-PROGRAMS

The Vice President-Programs presides at all meetings in absence of the President and the President-Elect; is responsible for programs of the monthly meetings, appointing such committees as may be necessary with approval of the President; and performs all duties as assigned by the President.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into the typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/ Month	Responsibilities
Securing speakers for luncheon meetings	0.50	Develop and maintain a list of potential speakers and topics for monthly luncheon meetings.
	1.00	Discuss suggestions and recommendations for speakers and/or topics with Board members, officers, and general membership.
	1.50	Contact potential speakers to determine interest and availability for speaking at meetings.
	0.25	Develop a schedule for speakers during the year.
	1.00	Maintain contact with scheduled speakers to insure continued interest and commitment to speak.
Publicizing luncheon meetings	1.00	Prepare Newsletter article announcing upcoming luncheon speaker and topic.

	0.50	Discuss future planned meetings with PTC members and interested parties to encourage attendance at monthly luncheons.
	*	Announce next month's speaker at each luncheon meeting.
	0.25	Answer inquiries about announced speakers.
Preparing correspondence	1.00	Write potential speakers to provide information regarding PTC luncheon meetings.
	0.50	Correspond with scheduled speakers to confirm arrangements.
	0.50	Write thank you letters to speakers following their presentations.
	*	Provide information to VP-Communications to have Newsletter sent to current month's scheduled speaker.
Handling luncheon arrangements with restaurant	0.25	In conjunction with the Treasurer, secure contracts for luncheons with restaurant.
	0.50	Contact restaurant prior to luncheon meeting to provide instructions for special seating arrangements or room use.
	0.50	May take luncheon reservations and provide a count for the restaurant. This responsibility is often handled by the officer who has resources available for this activity (Secretary, etc.); therefore, responsibility may shift from year to year.
Attending monthly luncheon meetings	3.00	<ul style="list-style-type: none"> <li>a. Set up and test microphone and audiovisual equipment requested by the speaker.</li> <li>b. Greet and arrange seating for speaker.</li> <li>c. Introduce speaker prior to his or her presentation.</li> <li>d. Assist with presentation as needed (e.g., distribute handouts, operate slide projector, etc.).</li> </ul>
Other PTC participation	1.00	Attend officer meetings.
	0.50	Attend Executive Board meetings.
	2.00	Attend conferences, workshops, and training.
	1.00	Confer with the President and other officers and Committee Chairs about varied items of PTC business.
	0.25	Maintain and pass on records to successor.
<i>Total Hours per Month</i>	<i>17.00</i>	

### **VICE PRESIDENT-PROGRAMS' CALENDAR**

#### **October/November (following elections)**

1. Attend informal meeting with Board.

2. Attend meeting of incoming officers.
3. Solicit suggestions for topics and speakers from Board, officers, and members.
4. Develop a list of potential speakers.

**December**

1. Obtain materials (including Manual) from outgoing office holder.
2. Prepare and discuss potential speakers and speaker schedule at Board meeting.

**January through December**

1. Early during the year, develop a schedule of speakers.
2. Write confirmation letters 7 weeks prior to luncheon meetings.
3. Write thank you letters within one week of speaker's presentation.
4. Prepare and submit article to Newsletter five weeks prior to each luncheon meeting.
5. Facilitate speaker presentations (e.g., arrange for and operate audio-visual equipment, greet and introduce speaker).
6. Preside at meetings in the absence of the President and President-Elect.
7. Attend Board meetings, officer meetings, conferences, and workshops as scheduled.
8. Perform related ad hoc duties as needed.
9. Maintain and pass on records to successor.

**VICE PRESIDENT-CONFERENCES**

The Vice President-Conferences presides at all meetings in the absence of the President, President-Elect, and VP-Programs; and is responsible for the Fall and Spring Conferences including program planning, speaker and location arrangements, etc.; and performs all duties as assigned by the President.

*Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/ Month	Responsibilities
Plan conference program	0.50	Develop and discuss program topics; present ideas to President and Board for discussion and approval.



	1.00	Discuss potential speakers with Board members, officers, and the general membership; establish amount of speaker honoraria, if any.  Note: Since conferences are not for the purpose of generating revenue, the decision to offer honoraria should be carefully considered, through discussion with the Board and/or President if necessary. If an honorarium is offered, it should be similarly offered in the same amount to all speakers (although some may decline). Any honoraria paid will be budgeted as a conference expense.
	3.00	Contact potential speakers to determine interest and availability.
	0.50	Maintain contact with confirmed speakers to insure continued interest and commitment to participate.
Secure conference sites	0.25	Visit or otherwise research potential conference sites such as restaurants, hotels, and conference centers.
	0.25	Choose conference sites, taking into consideration location, general appearance, convenience, adequacy, etc.
	0.50	Make arrangements with facility; confirm reservation, set-up, meals, etc. and sign contract.
	0.50	Maintain contact with conference facility and provide information such as expected attendance, special requirements, etc.
Correspondence	1.00	Write potential and confirmed speakers to provide information about PTC.
	0.50	Write to confirmed speakers, providing information about the program, speaker role, and confirming arrangements concerning cost reimbursements and honoraria (if any).
	0.25	Write thank-you letters following conferences and coordinate with Treasurer to ensure speakers are properly and promptly paid.
Publicity	1.00	Design information materials (i.e., flyers, brochures) and registration forms.
	0.25	Coordinate with VP-Communications to have materials printed.
	0.25	Obtain mailing lists/labels from other professional organizations in order to mail conferences notices.
	0.25	Provide information to VP-Communications for the Newsletter and to newsletter editors from other professional organizations.

Miscellaneous coordination	0.50	Appoint and coordinate the activities of committees to assist with publicity, hospitality, and special arrangements, etc.
	1.00	Arrange for the transportation of speakers to and from airports, when necessary.
	1.00	Coordinate all activities at the conferences.
	0.25	Determine cost of conference and recommend/set registration fee.
Other PTC participation	2.50	Attend monthly luncheon meetings.
	0.50	Attend Executive Board meetings.
	1.00	Attend officers meetings.
	3.00	Attend conferences, workshops, and Training and Research Programs.
	1.00	Confer with President, other officers, and Chairs about varied items of PTC business.
<i>Total Hours per Month</i>	<i>20.75</i>	

### **VICE PRESIDENT-CONFERENCES' CALENDAR**

#### **October/November (following elections)**

1. Attend informal meeting with Board.
2. Attend meeting of incoming officers.
3. Solicit suggestions for conference topics from Board members, officers, and the general membership.

#### **December**

1. Obtain materials (including Manual) from outgoing office holder.
2. Prepare and discuss potential conference topics at Board meeting.

#### **January and February**

1. Finalize topics for both conferences.
2. Secure locations for both conferences and confirm dates.

#### **February through December**

1. Mail publicity brochure about two months prior to each conference.
2. Secure and confirm speakers for each conference three to four months in advance, generally earlier for the two-day conference (Fall).
3. Prepare and submit conference information for Newsletter and other related mailings.
4. Recommend/set conference registration fees.
5. Coordinate with Treasurer regarding financial agreements with speakers.
6. Arrange any needed speaker airport transportation.
7. Monitor, coordinate, and facilitate conference committees and activities.
8. Work with Treasurer to provide payment for conference expenses.

9. Write thank you letters to speakers.
10. Attend luncheon meetings, Board meetings, officer meetings, and workshop as scheduled.
11. Perform related ad hoc duties as needed.
12. Maintain and pass on records to successor.

## VICE PRESIDENT-COMMUNICATIONS

The Vice President-Communications is responsible for publication of the Newsletter and all official PTC publications; designs and maintains the PTC Internet website; ensures the information on the website is current and accurate; appoints related committees as may be necessary with the approval of the President; and performs all duties as assigned by the President.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/ Month	Responsibilities
Prepare Newsletter for publication	2.00	Write Newsletter articles, news reports, and editorials.
	1.00	Review personnel literature for timely issues for news reports and articles.
	1.00	Contact people to encourage article development.
	1.00	Edit submitted material and prepare publication for distribution
Promote interest in PTC	1.00	Introduce PTC to potential new members using various networking sources.
	0.25	Serve on the Membership Committee to increase membership
	0.50	Receive and answer inquiries about PTC
	0.50	Assist with drafting and distributing any other related publications.
	0.50	Facilitate online networking efforts, such as LinkedIn.
Manage PTC Website	2.50	Attend monthly luncheon meetings.
Other publications	0.50	Attend officer meetings.
	0.75	Attend Board meetings.
	0.50	Maintain archived information electronically.
Participate in the activities of PTC	2.00	Attend conferences and workshops.
	2.00	Confer with President and other officers and committee Chairs about varied items of PTC business.
<i>Total Hours per month</i>	16.00	

## **VICE PRESIDENT-COMMUNICATIONS' CALENDAR**

### **October/November (following elections)**

1. Attend informal meeting with Board.
2. Attend meeting of incoming officers.

### **December**

1. Obtain materials (including Manual) from outgoing office holder.
2. Establish a schedule of deadlines for submission of Newsletter items.
3. Solicit contributions to Newsletter from Board, officers, Committee Chairs, and members.

### **January through December**

1. Make updates to website as necessary and facilitate online networking sites.
2. Serve on the Membership Outreach Committee to promote PTC.
3. Write Newsletter articles as needed.
4. Coordinate the updating of mailing lists with Treasurer.
5. Coordinate with VP-Conferences and other officers, as appropriate, for the production of official PTC materials (brochures, stationery, notepads, envelopes, membership cards, adhesive badges, flyers, etc.).
6. Attend monthly meetings, Board meetings, officer meetings, conferences, and workshops as scheduled.
7. Make special mailings and perform related ad hoc duties as needed.
8. Maintain and pass on records to successor.

## **TREASURER**

The Treasurer keeps financial records; has charge of monies and deposits them as approved by the Executive Board; pays all bills chargeable to previously budgeted accounts, and approved by the President, or submitted by a PTC member who has been delegated authority in writing by the President; collects payments for luncheons and other PTC meetings; bills and receives all dues from members; maintains the membership record; and updates the mailing contact list; and is responsible for the filing of the appropriate tax returns and the biannual (every odd-numbered year) Statement of Information.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/ Month	Responsibilities
Membership	0.75	Receive membership applications and dues.

	1.00	Maintain current membership records and mailing contact list.
Budget	2.00	Maintain current records of income, expenses, accounts payable, and accounts receivable, by budget category.
	1.00	Prepare biannual budget summary, forward to President.
	0.25	Prepare financial summaries for Spring and Fall Conferences.
	0.25	Keep President aware of budget activity, overspending, etc.
	1.00	Prepare year-end budget summary.
Pay Bills	0.25	Receive, record, and file invoices, statements, and other bills.
	0.50	Write checks for all bills chargeable to previously budgeted accounts.
	0.25	Verify and, if necessary, reconcile bills.
Monthly Luncheons	2.50	Attend monthly luncheons.
	0.25	Obtain cash for change.
	*	Obtain an assistant for check-in.
	*	Check in members and guests.
	*	Have guests sign in; provide list to Secretary.
	*	Record Board and officer attendance.
	*	Write receipts if requested.
Banking	0.25	Get new signature cards in December.
	1.00	Make deposits.
	1.00	Balance checkbook.
	*	Maintain endorsement stamp.
	0.25	Evaluate adequacy of investment/savings/checking accounts and make recommendations on needed changes to the President and the Executive Board.
Conferences	0.50	Receive registrations.
	1.50	Send confirmations.
	0.25	Bill government agencies if necessary.
	0.25	Maintain list of registrants.
	0.25	Prepare registrant list for conference package.
	0.25	Check in registrants at conference.
	*	Answer miscellaneous questions.
Other	0.50	Prepare and file tax returns and the biannual Statement of Information.
	*	Prepare Treasurer's Report for Newsletter.
	*	Store financial records.
	0.25	Collect past due accounts.
	0.25	Answer or refer correspondence regarding membership, activities, etc.

	1.00	Attend officer meetings.
	0.50	Attend Board meetings.
	*	Maintain and pass on records to successor.
<i>Total Hours per Month</i>	18.00	

## **TREASURER'S CALENDAR**

### **October/November (following elections)**

1. Attend informal meeting with Board.
2. Attend meeting of incoming officers.

### **December**

1. Obtain materials (including Manual), records, and equipment from outgoing office holder.
2. Obtain new signature cards from bank, gather the appropriate signatures, and return to bank.
3. Attend meetings called by the Board and/or President Elect.

### **January through December**

1. Receive membership applications and dues.
2. Maintain and distribute membership lists as needed. Update and maintain the mailing list.
3. Obtain membership lists from PTC affiliates.
4. Collect luncheon, conference, and workshop fees and maintain related information (e.g., number of attendees, Board and officer attendees' names, names of guests). This requires early arrival at the functions.
5. Pay bills, make deposits, and receive and pay funds for miscellaneous items (e.g., PTC pamphlets, approved PTC transportation, unusual supplies).
6. Maintain financial records and related reports.
7. File Form 990EZ with the IRS by May 15, the California Exempt Organization Annual Information Statement with the Franchise Tax Board (199) by May 15, and the Statement of Information (SI-200) for the State of California Secretary of State by June 30 (note: this statement must be filed on every "ODD" year).
8. Attend Board and officer meetings, as scheduled.
9. Perform related ad hoc duties as needed.
10. Maintain and pass on records to successor.

## **SECRETARY**

The Secretary keeps a current list of Executive Board members, Officers and others as requested by the President; prepares and distributes this list to paid members before the second quarter of each year, a current Membership Directory and a current copy of the Bylaws, unless no changes or amendments have been made since distribution of

the prior year's membership list and/or Bylaws; sends notices of elections, meetings, workshops, and seminars to members; prepares and sends ballots to members when required for an election; records minutes of Executive Board and PTC meetings and retains the minutes same for at least two years.

*Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/Month	Responsibilities
Membership	1.00	Prepare and distribute notices of membership renewal, including the revision/design of regular and student membership applications.
	0.50	Prepare and distribute a brochure describing PTC and an application of new membership; respond to membership inquiries.
	0.25	Notify members who have failed to renew their membership for the current year.
	0.50	Update mailing lists regularly to add new members, remove unpaid members, and make address changes.
	2.00	Prepare and distribute Membership Directory including officers, Board members, and Bylaws by the end of the second quarter.
Internal Correspondence	0.25	Prepare and send ballots for elections of officers and/or amendments to the Bylaws.
	0.25	Supply copies of correspondence, Bylaws, minutes or other documents to officers or Board members upon request.
	0.50	Prepare Board meeting agendas and agenda packets for distribution before meetings.
	1.00	Attend and record minutes of Board meetings.
	0.25	Serve on the Membership Committee.
	0.25	Maintain a current copy of Bylaws and Officers' Manual, adding amendments as approved.
Miscellaneous	0.25	Purchase stationery, equipment and supplies as needed.
	0.25	Record election results.
	0.25	Assist in collecting past due funds for programs, conferences and other member activities.
	*	Maintain and pass on records and equipment to successor.
<i>Total Hours per Month</i>	7.50	

## **SECRETARY'S CALENDAR**

### **October/November (following elections)**

1. Attend informal meetings with Board.
2. Attend meeting of incoming officers.
3. Record results of elections.

### **December**

1. Obtain materials (including Manual), supplies, archived materials, current files, etc., from outgoing office holder.
2. Attend Board meeting.
3. Set up post office box; get post office key.
4. Order stationery: letterhead, second page stationery, envelopes. Distribute materials to officers and Board members.
5. Prepare PTC brochure and membership application forms.
6. Contact PTC affiliates. Send incoming officers' contact information and request same from them to include in our distribution list.
7. Review distribution list. Discuss details with VP-Communications.
8. Obtain a calendar of Newsletter/Quarterly publication dates from VP-Communications for planning input due dates.

### **January through December**

1. Update and maintain the membership list. Notify members of their expired membership.
2. Print a Membership Directory after the Spring Conference. Print an addendum later in the year, if needed.
3. Coordinate communications efforts with VP- Communications.
4. Attend, record and summarize monthly luncheon meeting presentations. Summaries go to the VP-Communications for printing in the Newsletter/Quarterly and/or posting on the website.
5. Obtain the monthly guest list information from the Treasurer to include new contacts on distribution lists.
6. Attend and prepare minutes of Officer and Board meetings and distribute to all officers/Board members within two weeks of the meeting.
7. Attend and record any workshop, or committee meeting, or conference upon request.
8. Maintain files of PTC Bylaws, Officers' Manual, minutes, and other formal proceedings and documents.
9. Prepare and send ballots for, election of officers and/or amendments to the Bylaws.
10. Perform related ad hoc duties as needed.
11. Maintain and pass on records to successor.



## IMMEDIATE PAST PRESIDENT

The Immediate Past-President attends all meetings of the Executive Board and is a voting member of the Executive Board for the year following her or his term in office as President, and shall perform all duties as assigned by the President.

### *Duties and Responsibilities*

The tasks listed below are intended to provide insight into typical activities of this office. Some variation in tasks or time estimates may occur due to available resources or other circumstances.

Area of Responsibility	Hours/Month	Responsibilities
Meeting Attendance	0.50	Attend Executive Board meetings.
	2.50	Attend monthly luncheon meetings.
	3.00	Attend conferences, workshops, and Committee Programs.
	*	Preside over meetings in the absence of the President, President-Elect, and VP-Programs.
Other	0.50	Serve as Chair of the Bemis Awards Committee.
	0.50	Serve as Chair of the Scholarship Program Committee.
<i>Total Hours per Month</i>	<i>7.00</i>	

## **MASTER CALENDAR**

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Master Calendar is intended to act as a general guideline to the Executive Board in scheduling events and meetings. Time frames for specific officer duties may vary each year. For more details, refer to the current year's activity calendar and to the Officers' Duties and Responsibilities sections of this Manual.

PTC event timelines are flexible. The luncheon meetings are generally held on the fourth Wednesday of the month, with the exception of December. Ballots for officer election and Bylaw changes are mailed in October. Each year PTC generally sponsors a one-day Spring Conference and a one-and-a-half day Fall Conference. These two events may replace the luncheon meetings for their respective months.

Committee meetings that present speakers and programs (e.g., Training or Research) will be scheduled with the President's approval. All committee meetings should be scheduled to avoid interfering with any other meeting.

The production of the Newsletter and the Quarterly are, by necessity, geared to a more rigid schedule. Generally, the Newsletter should be received by members no later than one week prior to an event date.

The conferences and meetings of PTC affiliates and other related professional organizations are frequently attended by PTC members. Consequently, their dates should be taken into consideration, if possible, when scheduling PTC events in order to avoid attendance conflicts. A list of these organizations can be found in this Manual's section on Relationships with other Professional Organizations. The dates of events naturally vary from year to year.

Finally, to encourage PTC attendance, schedules should avoid several state, Federal, and religious holidays. Holidays such as Independence Day, Memorial Day, Labor Day, and Thanksgiving are popular vacation times. Holy days such as Easter, Christmas, Passover, Rosh Hashanah, and Yom Kippur should also be avoided to prevent interference with religious observance. Because their dates of observance may vary from year to year, some of the holidays are listed in the Master Calendar in a given month, but actually may occur in the prior month. These holidays are indicated with an asterisk.

### **JANUARY**

1: New Year's Day

WRIPAC Winter Meeting

Send out PTC application and brochure to non-members on mailing list

Third Monday: Martin Luther King, Jr. Day

Fourth Wednesday: Luncheon Meeting

### **FEBRUARY**

CSPCA Annual Conference

Liebert Cassidy Whitmore Annual Conference  
PCASC Joint Regional Association Conference  
SCPLRC Annual Conference  
Deadline for annual membership dues  
Third Monday: Washington's Birthday  
Fourth Wednesday: Luncheon Meeting

## **MARCH**

Ash Wednesday\*  
Send out dues reminder  
Fourth Wednesday: Luncheon Meeting (Introduce Nominating Committee)

## **APRIL**

CASBO Annual Conference  
NPELRA Annual Training Conference  
SCPMA-HR Conference  
SIOP Annual Conference  
Western Region IPMA Conference  
Passover\*  
Good Friday\*  
Easter\*  
Fourth Wednesday: Luncheon Meeting

## **MAY**

WRIPAC Spring Meeting  
Second Sunday: Mother's Day + Spring Conference  
Last Monday: Memorial Day  
Fourth Wednesday: Luncheon Meeting  
Send out directory to members

## **JUNE**

SHRM Annual Conference  
Mid-year Board Meeting: Review budget and Fall Conference plans  
Third Sunday: Father's Day  
Fourth Wednesday: Luncheon Meeting

## **JULY**

IPAC Annual Conference  
IPMA-HR Leadership Conference  
4: Independence Day  
Fourth Wednesday: Luncheon Meeting

## **AUGUST**

APA Annual Conference  
Fourth Wednesday: Luncheon Meeting (Solicit further officer nominations from floor)

## **SEPTEMBER**

First Monday: Labor Day  
Send ballots for officer elections  
Fourth Wednesday: Luncheon Meeting

## **OCTOBER**

IPMA-HR International Training Conference & Expo  
Yom Kippur\*  
Rosh Hashanah\*  
Five days prior to October event: Deadline for ballot returns  
Fall Conference (announce election results)  
Following luncheon meeting or Fall Conference, informal board meeting with current and elected officers to discuss ideas, and provide guidance.

## **NOVEMBER**

CALPELRA Annual Conference  
First Tuesday: Election Day  
11: Veteran's Day  
Third Wednesday: Luncheon Meeting  
Fourth Thursday: Thanksgiving Day

## **DECEMBER**

First week: Board meeting to transition to new year including approval of next year's plans and budget. Provide ideas/guidance for conference (s) as needed.  
Second week: Send out next year's dues statement (dues renewal).  
No Luncheon Meeting  
Hanukkah\*  
25: Christmas Day

\*Exact date varies.