

# PES NEWS

*A publication of Professional Examination Service / The credentialing experts*

Volume XXI, Preview Issue  
September 2003

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## A Letter from the President

Dear Colleague:

Professional Examination Service (PES) is pleased to announce the re-launch of *PES NEWS*, our semi-annual newsletter to the credentialing community. Because our clients include licensure and certification sponsors across a broad range of professions, we are in a unique position to identify and report on the shared issues and common concerns of credentialing organizations. The newsletter highlights some of the practical solutions implemented by PES clients and other credentialing sponsors as they respond to a changing environment. We hope the newsletter will provide a valuable source of information and ideas for consideration by other organizations facing similar concerns. This preview issue features a previously printed article on the PES book *The Credentialing Mission*.

The first edition of the newsletter will explore some of the issues related to launching a new credential. It will discuss the experiences of PES clients in conducting feasibility studies designed to evaluate stakeholder interest in a proposed new credential. It will also discuss the value of a comprehensive practice analysis study in setting the foundation for all future test development work, and will examine two different approaches to conducting a practice analysis.

*PES NEWS* is published in support of PES's nonprofit mission to promote the public welfare by communicating and demonstrating the value of credentialing. It is published and disseminated as a public service to approximately 3,000 PES clients and other members of the credentialing community. Subscription to the newsletter is free. If you would like to join our mailing list, please see the back cover of this preview issue.

Thank you, and we look forward to serving you.

*I. Leon Smith, Ph.D.*  
President & CEO

60 years of pulling together . . . has set us apart.

# PES President and CEO I. Leon Smith Discusses PES Book

*In 2000, PES published a book, The Licensure and Certification Mission: Legal, Social, and Political Foundations. The book explores the role of a clearly articulated mission in enhancing the meaning and value of a credentialing program. The book's editors are past PES President Craig G. Schoon, PhD, and current President and Chief Executive Officer I. Leon Smith, PhD. This article presents an interview conducted with Dr. Smith regarding the publication of the book.*

***Q. This is the first book on licensure and certification that PES has published. Where did the idea for the book come from?***

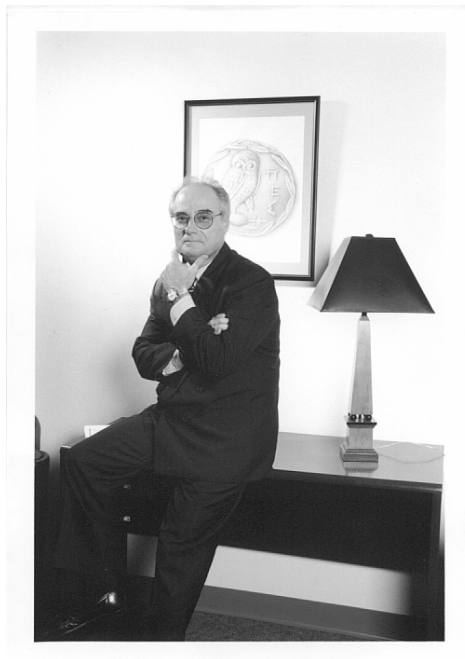
“It grew out of the PES mission to promote the understanding and use of sound credentialing practices. Our idea was to explore the roles of 501c (3) organizations as compared with other nonprofit entities, and the implications of this status in terms of initiatives to protect the public versus initiatives to promote a profession.

“We wanted to characterize the considerable diversity that exists in how credentialing organizations define their mission and the issues that focus their work. In our view, the mission is fundamental in providing direction and in shaping a credentialing organization’s work, regardless of the specific purpose of the agency.”

***Q. You and Dr. Craig G. Schoon, past President of PES, edited the book, but many others contributed. How did you go about identifying contributors for the book?***

“We looked for contributors who had something interesting and important to say about the credentialing mission, and we looked for organi-

zations that could contribute a description of their mission. For the latter, we selected licensure and certification organizations that would give readers a broad perspective on the many different ways in which the credentialing mission can be expressed.



*I. Leon Smith, PES President and CEO, explores the role of the mission in enhancing the meaning and value of a credentialing program.*

“The contributors are professionals in the fields of health, allied health, industry, and business. Some of the agencies represented are independent of professional associations, and some are not. We also included other stakeholder organizations that are not directly involved in credentialing but that provide support and resources to credentialing organizations.”

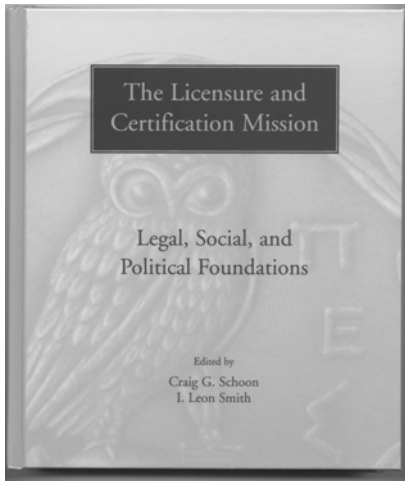
**“The United States is a credentialing society; credentialing is so much a part of the fabric of our country.”**

*I. Leon Smith,  
PES President and CEO*

***Q. The book title refers specifically to the licensure and certification mission. How would you describe the content of the book?***

“We set out to characterize the various elements that are involved in defining an organization’s credentialing mission, but rather than creating a step-by-step how-to book, we wanted to focus on the conceptual issues involved in articulating a credentialing mission and strategic plan.

“We wanted to address such questions as Why is a mission important? How should it guide decision-making? What is its value for an organization? Which stakeholders are served by the organization? And we found a great diversity of ap-



proaches: credentialing organizations define and carry out their missions in many different ways, and this is what the book reflects.

“The United States is a credentialing society; credentialing is so much a part of the fabric of our country. We have a system of checks and balances, but what guarantees does the credentialing process offer to consumers in assuring public protection and creating value for the credential, and how can credentialing organizations better serve the

**“The mission drives what an organization does, and for any business or individual involved in credentialing, the mission provides a sense of purpose and direction.”**

public, either directly or indirectly? The book seeks to address these and related issues from the perspective of the mission.”

***Q. Who are the book’s primary audiences?***

“Obviously, the staffs of credentialing organizations and their Board members are key audiences for the book, but other audiences include regulators, accreditors, educators, policy makers, attorneys practicing in this area, and researchers interested in credentialing. We intended the book to be a valuable reference for anyone involved in any aspect of credentialing.”

***Q. There are other books available on credentialing-related topics, albeit relatively few. How is this book different from other books on licensure and certification?***

“Most books in this area focus on the credentialing examination: how to develop an examination program, how to ensure that it is reliable and valid. Obviously, this is an important part of the credentialing process, but we wanted to develop a book that focused more on the credentialing mission and on strategic planning as it relates specifically to licensure and certification organizations.

“While there are many books and consultants that discuss strategic planning in general, few, I believe, address in detail the particular concerns of credentialing organizations. Several of the credentialing stakeholders that we work with had expressed a need for a book focused on the missions of credentialing organizations.”

***Q. Were there any surprises in terms of the themes or directions that emerged as work on the book progressed?***

“We were struck by the incredible diversity with which organizations define their mission and how they work with their stakeholders. Although all have some kind of mission statement, some are short, others are long; some are under continual review, while others are more stable; some organizations work hard to articulate their mission, while others give it less emphasis. There is a great diversity also in how the mission infuses the work of credentialing organizations, and how it shapes policy planning and decision-making.”

***Q. What do you hope readers will get out of the book?***

“I think the most important message is that it is critical to have a well-articulated mission. The mission drives what an organization does, and for any business or individual involved in credentialing, the mission provides a sense of purpose and direction. Developing an examination program is not enough; the program must be set in the context of a defined mission that guides policy and planning. The mission gives value and meaning to the work of credentialing organizations.

“If our book has any impact at all, perhaps organizations contacting us about the possibility of starting a certification program would begin the conversation by recognizing the importance of mission and seek our assistance in their strategic planning rather than asking for a price quote on examination services. Of course, we would be happy to do both!”

*More information about the book is available online through the PES bookstore at [www.proexam.org](http://www.proexam.org). To order a copy, contact Angela Cabri at 1-800-396-8108.*

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of pulling together . . .  
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