

## **PGME Overview**

September 9, 2015

**Maureen Morris - Associate Director, Operations** 

**Loreta Muharuma - Director, Operations** 

Laura Leigh Murgaski – Lead, Accreditation and Education Quality Systems

Lisa Bevacqua - Event and Project Planner

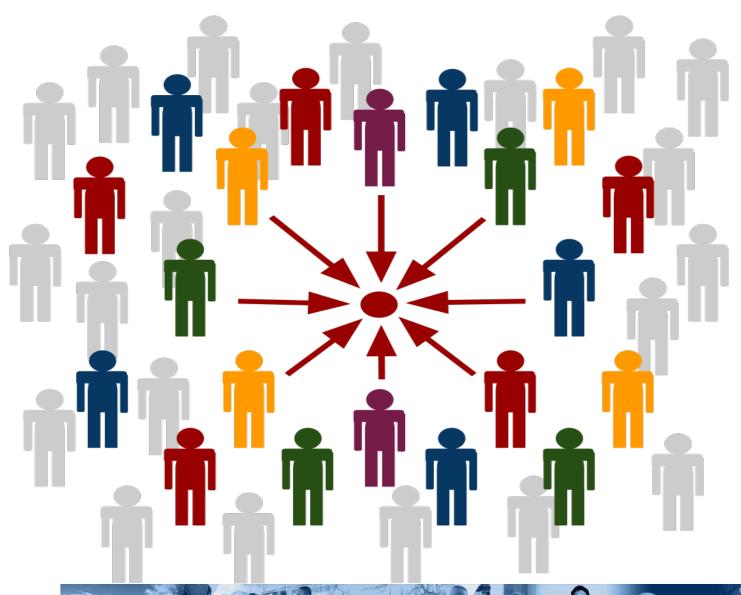


### **INFORMATION SERIES – KICK-OFF**

	2015-16 PGME Administrators' Information Series - Preliminary Program						
	Date	Start Time	Session Title	Target Audience	Duration		
1	Wednesday, September 09, 2015	11:00 AM PC	GME Overview and Information Series Kick-off	All	2 hours		
2	Thursday October 09 2015	8:30 AM PA	ARO-CAHO Contract	All	2.5 hours		
	Thursday, October 08, 2015	11:00 AM M	edical Trainee Days, Preceptor Payments	All	2 hours		
3	Tuesday, November 03, 2015	11:00 AM Ca	aRMS Basics for PGY1 Entry Programs	PGY1 Entry Program Admins	2 hours		
4	Wednesday, November 25, 2015	8:30 AM In	ternal Reviews and IRC	Program Administrators	2 hours		
5	Tuesday, December 01, 2015	10:00 AM St	ep-by-Step: OATS	Program Administrators - OATS Users	45 minutes		
	Mississauga	10:45 AM St	ep-by-Step: Re-appointments	Program Administrators - POWER Users	45 minutes		
6	Wednesday, December 02, 2015	10:00 AM St	ep-by-Step: OATS	Program Administrators - OATS Users	45 minutes		
	Sunnybrook	10:45 AM St	ep-by-Step: Re-appointments	Program Administrators - POWER Users	45 minutes		
	Thursday, December 03, 2015	9:00 AM St	ep-by-Step: OATS	Program Administrators - OATS Users	45 minutes		
7		9:45 AM St	ep-by-Step: Re-appointments	Program Administrators - POWER Users	45 minutes		
		10:30 AM W	'hat's New in POWER	Program Administrators - POWER Users	2 hours		
8	Tuesday, January 12, 2016	9:00 AM BO	DE, Remediation and Resident Wellness	Program Administrators	2 hours		
9	Wednesday, January 27, 2016	TBA To	ouchstone	All	2 hours		
10	Thursday, February 11, 2016	8:30 AM CF	PSO PSO	All	2 hours		
10		10:30 AM CE	BC, CBD and CanMEDS 2015	Program Administrators	2 hours		
11	Tuesday, March 08, 2016	11:00 AM R	oyal College 101	All	3 hours		
12	Wednesday, April 06, 2016	8:30 AM El	ectives	All	2 hours		
12		10:30 AM Ex	ternal Resources to help support the Resident	All	2 hours		
12	Tuesday, May 10, 2016	8:30 AM Su	pporting the Medical Education Administrator	All	3 hours		
13		10:30 AM PA	ARO-CAHO Contract	All	2.5 hours		
14	Wednesday, May 25, 2016	11:00 AM PC	OWER: Preparing for the New Training Session	Program Administrators - POWER Users	2 hours		
15	Wednesday, June 01, 2016	11:00 AM PC	OWER: Preparing for the New Training Session	Program Administrators - POWER Users	2 hours		
16	Wednesday, June 15, 2016	12:00 PM Ye	ear-End Appreciation Event	All	3 hours		
				as of A	ugust 14, 2015		



## **PGME COMMUNITY**





### **PGME Activities**

- Registration
  - Input appointments
  - Immunization, UHIP
  - CPSO, CMPA
  - Hospital Health & Safety
- Visa Processing
- Sponsored Visa Trainee applications
- Orientation
- Electives
- Grants & Awards
- Certificates & Graduations
- Transfer Requests
- Verifications
- Resident Payroll

- Best Practices Promotion
- Board of Examiners
- CARMS + Quotas Allocation
- Communications, social media
- Evaluations of Residents, Rotations, Teachers (POWER)
- Faculty Development
- Global Health Education
- Internal Reviews & Accreditation
- On-line Resources (PGCorEd, CIPEd)
- POWER Training
- PD Meetings (PGMEAC)
- Provincial/National Med Ed Membership
- Wellness, Career Planning
- Medical Trainee Day Reporting

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## **PGME Leadership**

- Dr. Salvatore Spadafora, Vice Dean, PostMD Education
- Dr. Glen Bandiera, Associate Dean, PGME
- Dr. Linda Probyn, Director, Admissions and Evaluation
- Dr. Barry Pakes, Academic Lead, Global Health
- Dr. Anne Matlow, Academic Lead, Leadership & Resource Stewardship

- Caroline Abrahams, Director, Policy & Analysis
- Dr. Susan Edwards, Director, Resident Wellness
- Dr. Susan Glover Takahashi,
   Director, Education & Research
- Maureen Morris, Associate Director, Operations
- Loreta Muharuma, Director, Operations



## Registration

- Appointments, Transfers, Visas, UHIP,
- CMPA, CPSO, Immunization, FITERs, Payroll

# Education& Research

- PGCorEd, Int Review, Accreditation, PD Support
- Board of Examiners, Remedial Resources

# Policy & Analysis

- Quotas, Performance Indicators, Exit Survey
- POWER System, Annual Reports

### Wellness

- Counseling, Referral, Stress-Buster Workshops
- Work Life Balance, Culture of Wellness

## **Strategic Initiatives**

# Global Health

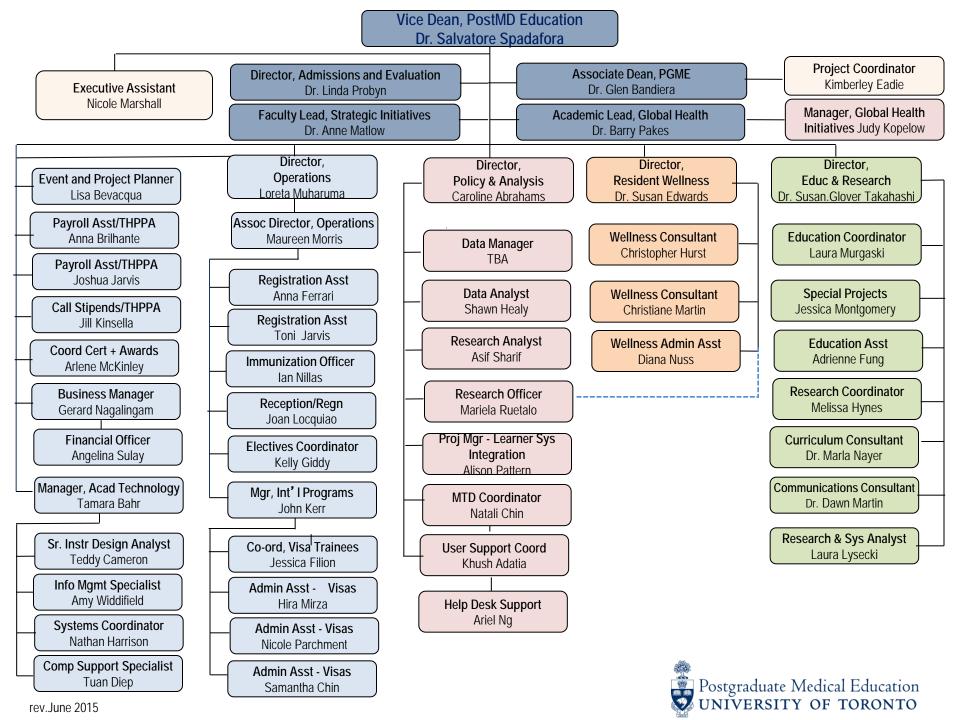
- Global Health Education Initiative
- Social Responsibility: needs of marginalized populations home & abroad
- Global Health Electives

# Resource Stewardship

- Choosing Wisely Canada
- Curriculum to teach efficient use of HC resources

## Leadership

- Development of HC leadership program
- Chief Resident engagement



## **PGME** by the Numbers....

- 79 Programs: 72 RCPSC, 6 CFPC, 1 Conjoint
- >100 Residency and Fellowship Program Directors
- 9 Full Affiliates + 18 Community Affiliates, and numerous teaching practice sites
- Over 2,000 Residents and 1,300 fellows
- 50 staff: 23 Operations; 4 Wellness; 8 Education & Research; 8 Policy & Analysis, 7 faculty/strategic initiatives



## **University of Toronto PGME Trainees**



#### **Residents**

 Training leads to RCPSC or CFPC certification



#### **Research Fellows**

- No patient contact whatsoever
- PGME registration optional



#### **Clinical Fellows**

 Highly tailored "topping off training" for medical specialists or family physicians



#### **Electives**

 Short term training (6 months max) for residents or fellows registered at other medical schools



#### **Observers**

- No U of T status
- Arranged through hospitals



#### **Post-Doctoral Fellows**

- Post-PhD period of mentored research
- No patient contact
- No PGME registration

### **Admissions**

- Pools Framework
  - -A-CMGs
  - -B-IMGs
  - C VISA trainees
- Ministry Quotas
- Transfers
- Societal Needs
- Toronto Capability
- & Capacity

- 4 CaRMS matches (PGY1, Medicine Subspecialty, FM – Emerg)
  - Surgery SS
  - Psychiatry
  - Ob/Gyn
  - Medical Imaging
- Fellows
- Visa Trainees

## **PGME Enrolment: 2014-15**

	Distinct Trainees 2014-15		
Department/ Division/ Unit	Fellow	PGY	Total
Anesthesia	129	106	235
Critical Care, Adult	45	16	61
Critical Care, Paediatrics	26	2	27
Diagnostic Radiology	103	68	170
Family Medicine	4	428	432
Laboratory Medicine	41	45	86
Medical Genetics	5	14	19
Medicine	358	543	895
Obstetrics & Gynaecology	52	78	129
Ophthalmology	35	34	69
Otolaryngology	27	26	53
Paediatrics	234	164	396
Palliative Medicine	0	6	6
Psychiatry	70	195	265
Public Health & Preventive Medicine	0	22	22
Radiation Oncology	30	33	62
Surgery	262	275	537
Total	1418	2054	3458

- Distinct trainees, not FTEs
- Includes both clinical and research fellows
- Trainees may be registered as residents and clinical fellows in the same year.

# **Registration Requirements**



☐ CPSO



□ CMPA



☐ Immunization



☐ Hospital Health & Safety **Policy Modules** eLearning

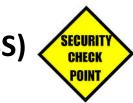
I'm needed in the E.R.! But first I have to **REGISTER?** 

- ☐ Payroll Forms\*
- ☐ Work Permit \Visa\*
- ☐ UHIP\*



- ☐ On-Line Regn + Fee
- Vulnerable **Sector Screen (VSS)**

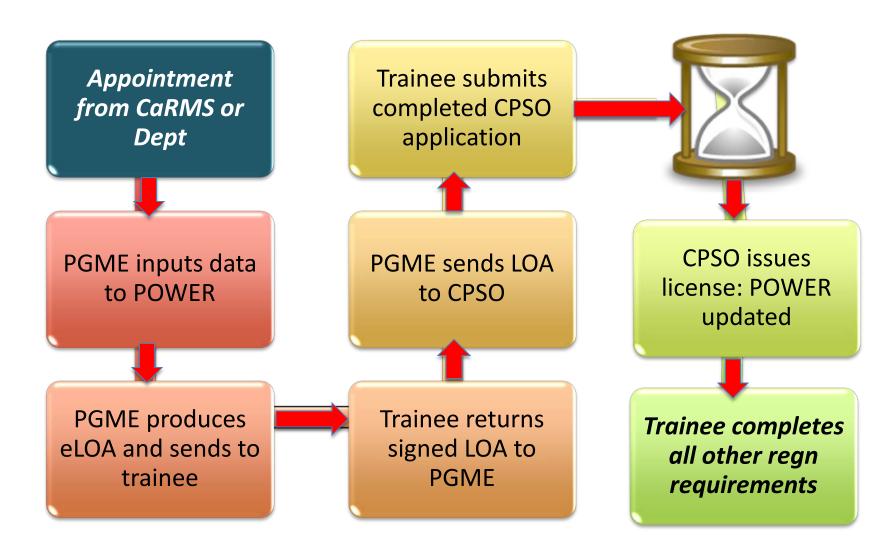




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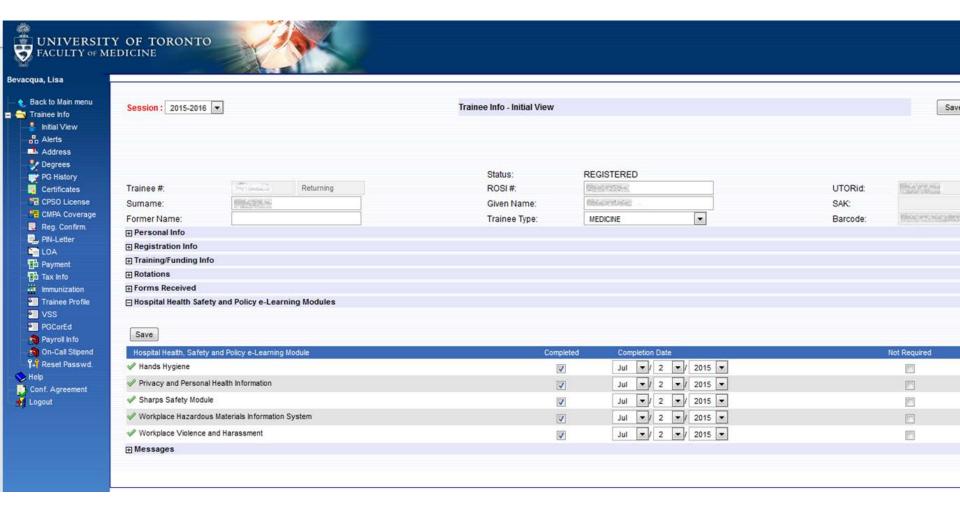


## **Summary of Appointment Process**





## **5 HHSP Modules**





www.pgme.utoronto.ca

# **Resident Payroll**

- Administration of payroll salary, benefits, chief and senior bonuses, call stipends for approximately 1,800 residents
- 2014-15 payroll funding = \$137 million
- Maternity leave, sick leave
- PARO contract, dues, LTD
- Quarterly reporting to Ontario Ministry of Health; submission of financial statements



## Why University Registration?





 The Royal College of Physicians and Surgeons of Canada (RCPSC) and the College of Family Physicians of Canada (CFPC) accredit only those residency programs which are under the direction of a Canadian university medical school



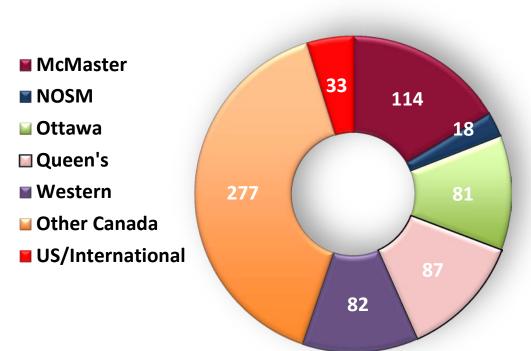
 The Medicine Act (Section 11), enforced by the College of Physicians and Surgeons of Ontario, states a licensee must have an appointment in a postgraduate medical education program at an accredited medical school in Ontario





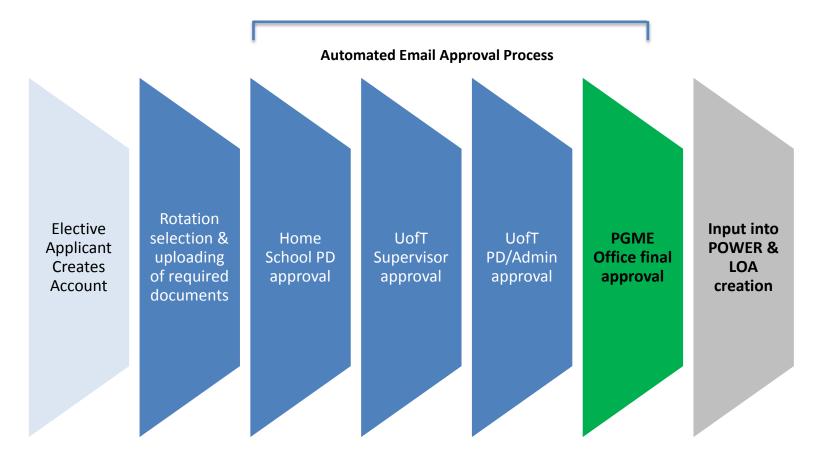
Hospital-University Affiliation Agreement requirement

## **Elective Registration**



- 55% from Ontario schools
- 45% other Canadian provinces
- 5% US and International
- Over 800 elective trainees annually
- Up to 15 weeks per CPSO
- Same regn requirements apply
- No fees
- On-line electives system for approvals

### **ONLINE ELECTIVE SYSTEM**





# University of Toronto: A Centre of Clinical Fellowship Training

- A dynamic inventory of over 500 different clinical fellowships, varying from standardized fellowships (e.g. Cardiac Imaging) to clinical fellowships developed for the individual trainee
- 68% of all fellows in Ontario (2014-15)\*
- 47% of all fellows in Canada (2014-15)\*



<sup>\*</sup> Canadian Post-MD Education Registry (CAPER) Annual Census, November, 2014

# Fellowship Education Advisory Committee

- Established October 2009 to advise on oversight of fellowship programs/management of fellowship issues
- Membership drawn from departments, affiliated teaching hospitals, and registered clinical fellows
- The work of the FEAC includes:
  - guidelines, highlighting best practices, funding
  - biennial survey of clinical fellows
  - Implementing recommendations of the UofT Fellowship Working Group's 2009 report, *Raising the Bar*
  - <u>http://www.pgme.utoronto.ca/content/fellowship-education-advisory-</u> committee

## ONLINE APPOINTMENT TRACKING

**SYSTEM** 

**Approval Process** 

NEW

Program Admin Creates Trainee Profile

Trainee uploads registration documents

Program
Admin
uploads
appointment
documents
(offer letter,
goals & obj.)

Department
Admin
uploads
appointment
letter and
approves

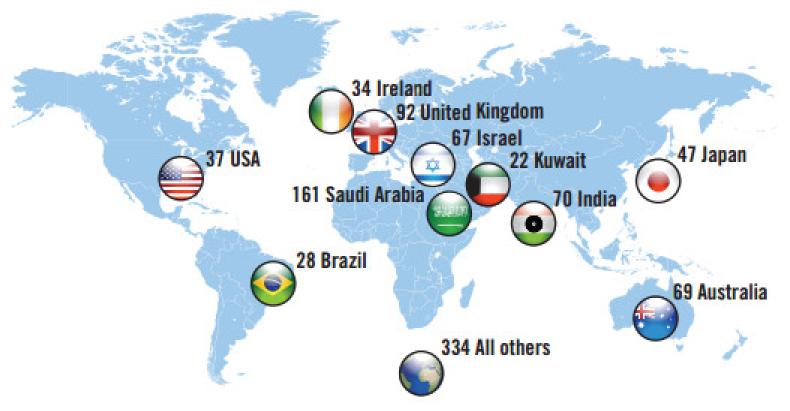
PGME Office reviews full package and makes final approval

Trainee data input into POWER



### **International Residents and Fellows**

Citizenship of International Trainees Registered in 2013-14 *Total International Trainee Enrolment: 996* 

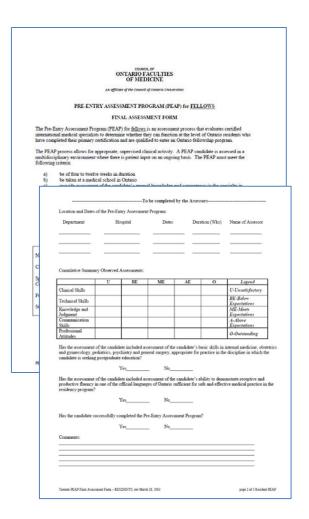


Not counting elective trainees, 996 international trainees from over 74 nationalities were registered during the 2014-15 academic session



# Assessment for International Medical Graduates

- 79% of fellows and 22% of residents have non-North American MD
- **Pre-Entry Assessment Program**: 4-12 week assessment period prior to obtaining full education license
- Assessment Verification Period: 12 weeks for MOHfunded IMG residents
- Ministry-funded IMG Fam Med residents and specialty residents must enroll in a Pre-Residency Program at Touchstone Institute
- Canadian Primer orientation offered to sponsored trainees by Touchstone Institute





## Affiliated Institutions

FULL AFFILIATE	TAHSN ASSOCIATE MEMBERS	COMMUNITY AFFILIATE	Non-Hospital Affiliate
Baycrest Centre	North York General Hospital	Bridgepoint Health	Anishnawbe Health
Bloorview Kids Rehab	St. Joseph's Health Centre	Humber River Regional	George Hull Centre
Centre for Addiction and Mental Health	Toronto East General Hospital	Lakeridge Health Network	Hincks-Dellcrest
Mount Sinai Hospital	Trillium Health Partners	Markham Stouffville Hospital	Kensington Eye Institute
St. Michael's Hospital		Ontario Shores	Kensington Health
SickKids Hospital		Providence Healthcare	Public Health
Sunnybrook Health Sciences Centre		Rouge Valley Health System	Surrey Place Centre
University Health Network		Royal Victoria Hospital	Toronto Public Health
Women's College		Scarborough Hospital	Victorian Order of Nurses
		Southlake Regional Health Centre	
		Waypoint MHC	
		West Park HC Centre	26

### **Completion of Training Certificate**

- With departmental approval, the PGME Office produces the certificate for:
  - Residents who have finished their residency program
  - Clinical fellows who have successfully completed the goals and objectives of their clinical fellowship



- Name of the fellowship on educational goals submitted to CPSO determines name on certificate for clinical fellows
- For further information, check "Current Trainees" section of PGME Office website:

www.pgme.utoronto.ca/content/current-trainees



# Education& Research

- PGCorEd, Int Review, Accreditation, PD Support
- Board of Examiners, Remedial Resources

### **Accreditation – Internal Reviews**

### 79 Programs

### **Reviews:**

### Jan 2015 - June 2015

23 (no on-site review in 2013)

### **Sept 2015 - June 2016**

Remainder of programs

### Jan 2016

FM reviews begin



# **Internal Review Reporting Structure**

### **PGMEAC**

Faculty Postgraduate Medical Education Committee



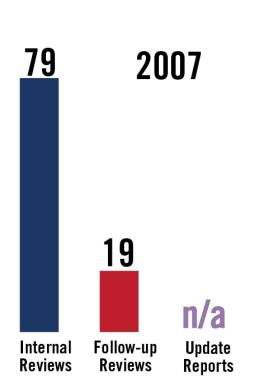
#### **Chair (Program Director)**

- 2nd Reviewer (Program Director or Faculty)
- Resident Reviewer

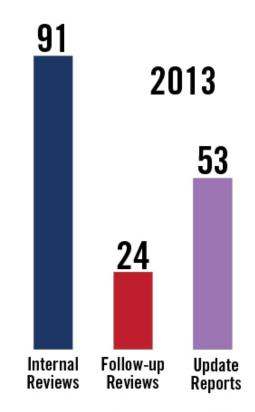
#### **Internal Review Teams**

- Chair (Site Director)
- 2nd Reviewer (Site Director or Faculty)
- Resident Reviewer

# IRC Decisions and Outcomes 2007 and 2013 Cycles



**Internal Review Cycle** 



**Internal Review Cycle** 





### **Board of Examiners – PG Governance**

### **Board of Examiners – PG**

- Chair & Faculty Members appointed by Faculty Council
- Works within:
  - BOE-PG Terms of Reference
  - Guidelines for Evaluation of Postgraduate Trainees of the Faculty of Medicine at the University of Toronto (including Appeals Policy)

### Meetings

- 9-12 meetings annually
- Resident required for quorum



## **Board of Examiners – 2013-14 cases**

BOE Case Volumes & Outcomes	2014-2015
Total Cases over year	36
Total Cases open and active at July 1	21
Number of New cases over year	15
Number of Closed cases over year	26
Successful Completion	23
Withdrawal	1
Dismissal	1
Resignation	1
Transfer	0



### About PGCorEd

Achieving Foundational CanMEDS competencies through

### **PGCorEd**

Teaching in Residency

Collaborator

End of Life Care

Communicator

More...





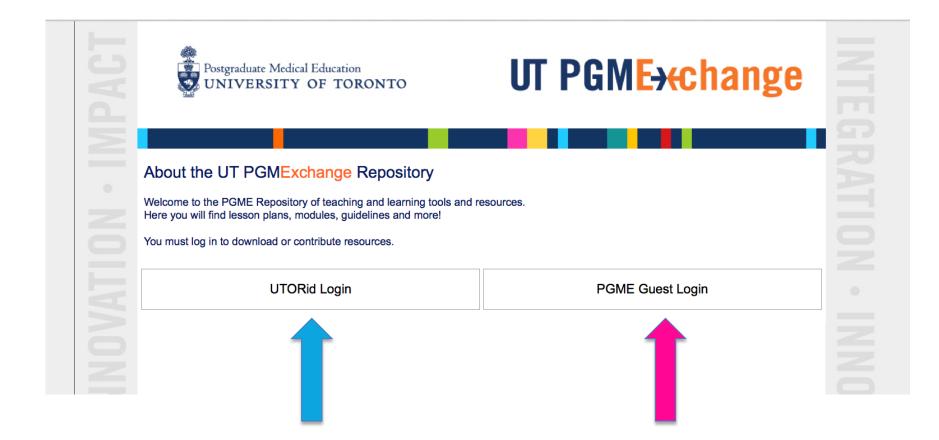






# UT PGME+change





www.pgme.utoronto.ca



## **UT PGME**→change

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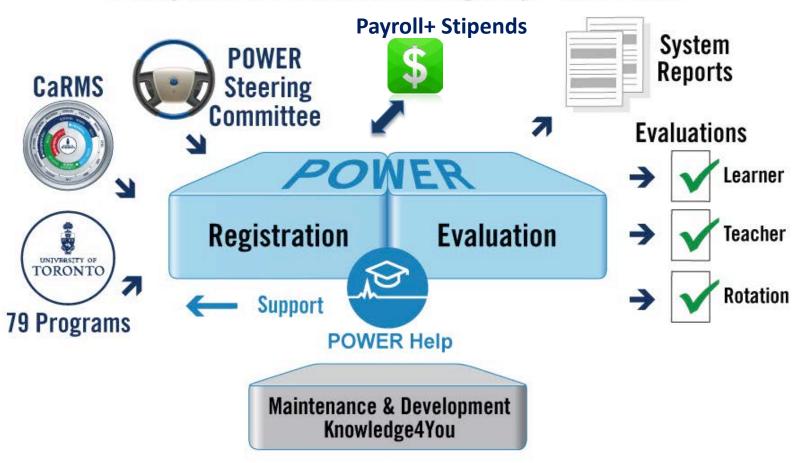


# Policy & Analysis

- Quotas, Performance Indicators, Exit Survey
- POWER System, Annual Reports

# **An Integrated System**

### Policy and Governance Oversight by PGME Office



# Postgraduate Web based Evaluation and Registration System (POWER)

### **Annually:**

- 10,300 learner evaluations
- 11,750 teacher evaluations
- 11,000 rotation evaluations
- Hundreds of separate rotation services
- 125 teaching sites
- 79 Programs



### **POWER**

- Registration System
  - Personal information
  - PG history records
  - LOA, CPSO license info, CMPA coverage,
     Immunization records, Payment, Certificates, Tax info
  - Contact: postgrad.med@utoronto.ca
- Evaluation System
  - Rotation schedule
  - Evaluations (Trainee, Rotation, Teaching)
  - Case/Procedure Logs
  - Contact: power.help@utoronto.ca



# **POWER Training**

 We offer both one-on-one individual training sessions or small group sessions.

 We also provide additional training when enhancements or changes are made to the system.

 Training is also provided at the beginning of a new training session year.

## **Quotas Allocation Committee**

- Subcommittee of PGMEAC
- Mandate: ...oversight for the quotas allocation process for all major points of entry to residency training...
  - Annual survey of all residency programs
  - Considers HHR planning priorities and needs-based models
  - Establish principles for allocation
  - Future directions best practices

### **BPAS Best Practices**

#### The 24 Best Practices address issues of:

- Transparency
- Fairness
- Selection
  - ✓ Criteria
  - ✓ Committees
  - ✓ Processes
  - ✓Instruments





## **Evaluation**

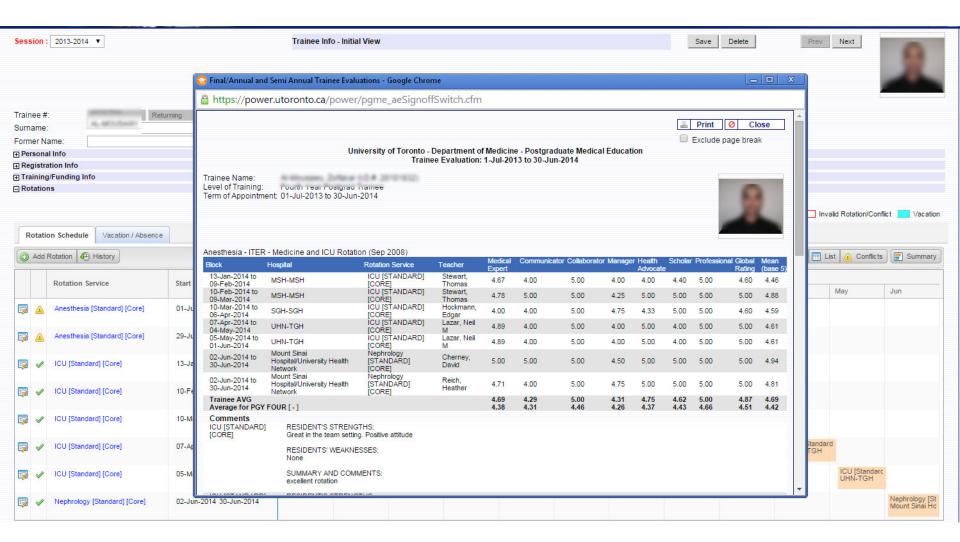
### **B6 Standard of Accreditation- MUST:**

- Be systematic
- Cover ALL CanMEDS Roles somewhere
- Be multimodal
- Apply to all residents
- Reflect graded responsibility
- Be monitored (promotions, RPC)

# ITERs – U of T Minimum Standards

- One of several assessment methods
- Reasonable length
- Rotation-specific
- Identify level of performance expected by residents
- 5-point scale with a single overall question
- Coded to CanMEDS Roles
- Clearly identify a pass/fail (fail is 2 or less)

# **Trainee ITER on POWER: Summary**





# **Program Director Reports**

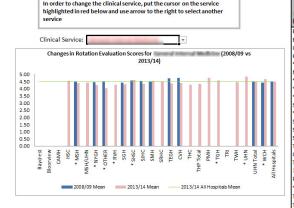
- Prepared annually by PGME for all PDs (79)
- Includes:
  - Completion rates and mean
    - ITERs
    - Teacher evaluations
    - Rotation evaluations
  - Face to face review
  - TE and RE by teaching site
  - Set against benchmarks



# **Hospital Education Evaluation Reports**

- Prepared annually by PGME for all full and community affiliates
- Includes:
  - Teaching effectiveness
     by site and clinical service
  - Rotation effectiveness
     by site and clinical service

POWER Evaluation Charts - Teacher Evaluation Scores 2007/08 - 2012/13



General Internal Bedicine	2008/09 Mean	2009/10 Mean	2010/11 Mean	2011/12 Mean	2012/13 Mean	2013/14 Mean
Baycrest	0.00	0.00	0.00	0.00	0.00	0.00
Bloorview						0.00
CAMH	0.00	0.00	0.00	0.00	0.00	0.00
HSC	0.00	0.00	4.60	4.55	4.62	4.53
* MSH	4.48	4.56	4.51	4.35	4.36	4.40
MSH/UHN		-			4.29	4.42
* NYGH	4.46	4.26	4.57	4.43	4.21	4.25
* OTHER	4.52	4.39	4.47	3.71	3.71	4.04
* RVH			5.00	3.93	3.78	4.27
SGH	4.44	4.61	4.72	4.38	4.25	4.31
* SHSC	4.57	4.59	4.57	4.54	4.46	4.60
SJHC	4.53	4.46	4.48	4.36	4.36	4.33
SMH	4.52	4.69	4.62	4.57	4.57	4.54
SRHC	-	-	4.68	4.33	4.52	4.47
TEGH	4.73	4.74	4.65	4.58	4.32	4.38
CVH	4.75	4.71	4.61	4.42	4.28	4.40
THC			4.70	4.41	4.24	4.29
THP Total		22	22	227	4.26	4.35
PMH			221	221	0.00	4.75
* TGH					4.55	4.59
TRI	0.00	0.00	4.83	0.00	0.00	0.00
TWH					4.55	4.46
* UHN	-				4.52	4.85
UHN Total	4.50	4.61	4.58	4.53	4.55	4.53
* WCH	4.44	4.49	4.47	4.46	4.37	4.68
All Hospitals	4.53	4.60	4.58	4.48	4.44	4.49

- Parsed by internal vs. off-service learners
- 9 years of data



## **Learner Surveys: Clinical Fellows**

- Biannually since 2008 (4 surveys)
- Average 55% response rate and almost 2,000 completed surveys.
- Initiated as part of the Fellowship Working Group to inform policy, procedures and processes related fellowship education.
- Continued by Fellowship Education Advisory
   Committee for quality assurance

## **Learner Surveys: Residents**

- Annually since 2005
- Average 60% response rate and over 2,000 completed surveys.
- Informs PGME programs and policy, curriculum, as well as Program Director and Education lead initiatives
- Barometer of residency experience and future plans

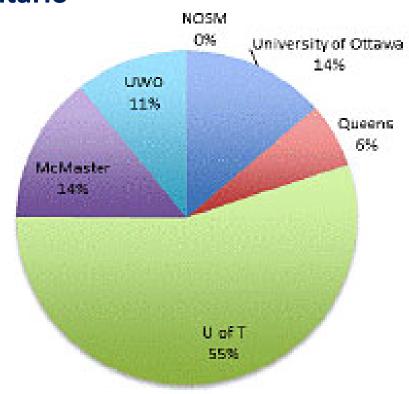
## **Meeting Ontario's Health Workforce Needs**

 U of T is the largest source of new physicians in Canada and Ontario each year

 30% of the 2014-15 cohort of Ontario trained family physicians practicing in Ontario were
 U of T graduates

2014 Estimated Practice Entry Cohort of new RCPSC Specialist by Ontario School of PG Training

\* Canadian Post-MD Education Registry (CAPER)
Annual Census, November, 2014



## Wellness

- Counseling, Referral, Stress-Buster Workshops
- Work Life Balance, Culture of Wellness

## Office of Resident Wellness

- Support services to residents and fellows in need
- Curricular development
- Scholarly work in physician health in medical education



#### **Decreased Confidence**

"I feel like I don't know anything"

"I don't know if this is right for me anymore?"

#### **Increased Anxiety**

"I feel anxiety is going to consume me" "I can't sleep from worrying"

#### Low Mood

"I'm exhausted"
"I can't get motivated"

#### **Uncertainty**

I don't know what's expected of me"

"Everything is new and

unfamiliar"

Loss of Control
"I feel completely

overwhelmed"



## Office of Resident Wellness

Dr. Susan Edwards – Director

Christopher Hurst – Consultant, Education and Coaching

Christiane Martin – Counsellor/Therapist

Diana Nuss – Coordinator

Mariela Ruetalo – Research Officer

Contact: <a href="mailto:pgwellness@utoronto.ca">pgwellness@utoronto.ca</a>

416-946-3074





## STRATEGIC INITIATIVES

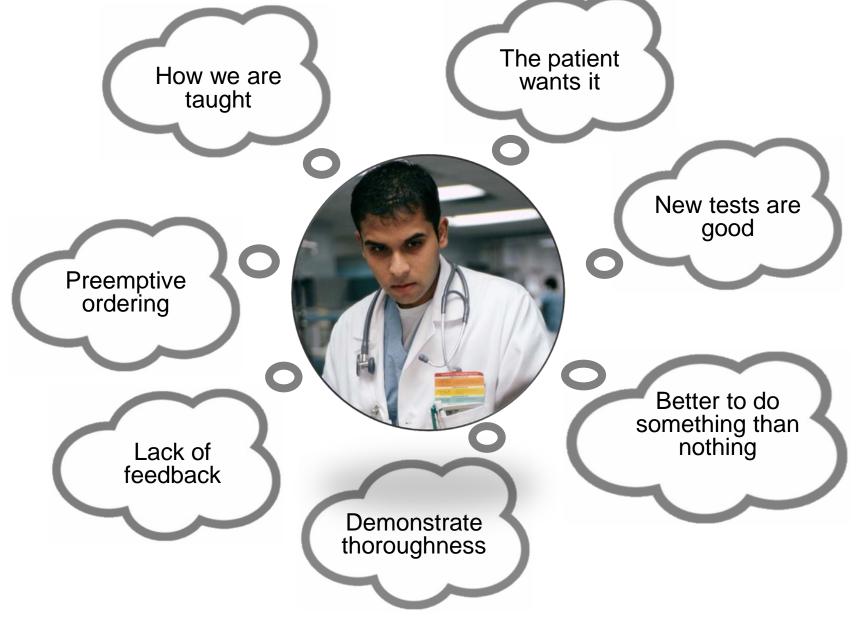
- Resource Stewardship
- Leadership
- Chief Resident Leadership Forums
- Global Health



# Resource Stewardship at PGME (Choosing Wisely Canada)

- In 2014, the Resource Stewardship Committee was established
- Goal is to design, implement, evaluate, and disseminate educational programs aimed at teaching residents how to deliver high value appropriate care to patients
- Chief residents can play an active and important role in advancing the resource stewardship agenda
- A Chief Resident Leadership Workshop is planned for the summer





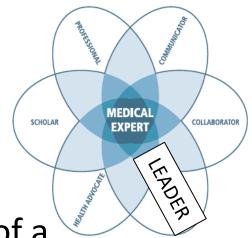




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# CanMEDS 2015



As leaders, physicians develop a vision of a high-quality care system and, in collaboration with other health care leaders, take responsibility for effecting change to move the system toward the achievement of that vision.

2. Engage in the stewardship of health care resources

- 2.1 Allocate health care resources for optimal patient care
- 2.2 Apply evidence and management processes to achieve cost-appropriate care
- 2.3 Contribute to strategies that improve the value of health care delivery



# **Chief Resident Leadership Forums**



Date	Time	Topic and Presenter		
Thursday, November 19, 2015	1:00 – 4:00 pm	Faculty Development workshop in Resource Stewardship Plenary speaker: Dr. Wendy Levinson: Chair, Choosing Wisely Canada * all Chief residents invited to attend. The workshop will be followed by the CRLF.		
	4:00 – 6:00 pm	CRLF		
Wednesday, February 17, 2016 4:00 – 6:00 pm		CRLF		
Wednesday, June 22, 2016 4:00 – 6:00 pm		Year End Event		

### **GLOBAL HEALTH**

#### **Global Health Education Initiative (GHEI)**

- 2yr program evening sessions 6-9pm weekly; 25 modules x 3 sessions each
- >70 faculty, >100 graduates, >100 participants from 35 specialties.
- GHEI Alumni Program Events

#### **Global Health Elective Process:**

- Guidelines, registration process online ALL RESIDENTS MUST COMPLETE
- Pre-departure training and post-travel debriefing sessions.
- Global Health ITERs and POWER entry TBA.

#### **Curricular/Program Oversight**

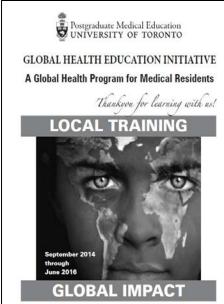
PGME Global Health Education Sub-Committee

#### **Recognition:**

• PGME Social Responsibility Awards – faculty and residents

Resources: Portal @ gh.pgme.utoronto.ca









#### Global Health @ PGME

**About Us GHEI Global Health Day GH Electives** Resources Global Health Elective Guidelines Global Health Elective **Applications** The Great Debate. **Pre-Departure Training** "Can global health be achieved?" Post-Elective / Experience For the affirmative Global Health Historian Professor Anne-Emanuelle Birn and Debriefing for the negative Health Economist Professor Sue Horton. Global Health Elective Watch the debate and you decide. Resources Elective in the United States **TAAAC Elective** Visa Trainees

Dr. Janet Smylie honored by College of Family Physicians of Canada

Civil Rights Activist Julian Bond dies

Professor Kerry Bowman on Ethics and Climate Change

#### APPLY

- → 2015-2017 Global Health Education Initiative (GHEI)
- → Global Health Electives @ PGME

## **Strategic Directions 2012 - 2017**





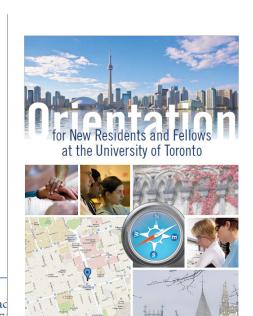
## More Info?



Future of Medical Education in Canada Postgraduate Project

**Public Report** 







University of Toronto Resident Exit Survey 2011- 2012

May 2012

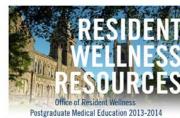


2013

# BEST PRACTICES IN APPLICATIONS & SELECTION

**FINAL REPORT** 

PREF WOR Glen B Fish, J David Unger



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