

CODESP NEWS

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INTERVIEW TIPS

CODESP's new brochure, *Interview Design Tips*, includes information to assist members in the design of their interview examinations (see related stories on pages 2 & 4).

When planning the interview:

1. Decide on the role and scoring weight of the interview process in the total examination.
2. Isolate and define the specific job content areas or work behaviors to be measured by identifying the qualifications a candidate must have.
3. Construct rating scales reflecting observable work behaviors which can be determined in an interview and define what is essential, acceptable or unacceptable in a response.
4. Establish a scoring system which will reflect how the applicant's qualifications meet the job requirements. Determine scores for each content area, not each question.
5. Develop a set of interview questions which will guide interviewers in eliciting a range of relevant responses and behaviors from the interviewees.
6. Obtain competent and interested interviewers and train them.
7. Provide for documentation to support the rating decisions.

Content areas that can be measured suitably in an interview are those involving oral communication skills, cooperativeness and persuasiveness, understanding problems and developing lines of reasoning, and applying knowledge to job duties and requirements. These areas are appropriate since actual samples of behavior in the interview can be compared with behavior on the job. The closer the behavior called for by the interview is to the actual job, the more valid the process will be on the basis of job-related evidence.

Interview questions can be developed from information derived from the job analysis, from talks with incumbents and supervisors, and from subject-matter experts.

UPCOMING MEETINGS

On **Thursday, May 3**, Mt. Diablo USD will be hosting a meeting at the Willow Creek Center at 1026 Mohr Lane in **Concord** from **10:00 a.m. — 12 noon**. (There is a BART station in Concord, let us know if you need a ride).

The topic of the meeting will be ***Recruiting and Retaining Special Education Instructional Aides***. This will be a roundtable discussion composed of experts in the field of Special Education discussing successful techniques that have been used to attract and retain these valuable employees. Our previous roundtables have provided participants with helpful tips.

If your district can provide Special Education staff members, such as aides, and/or administrators, to be roundtable experts, please contact CODESP staff. This is an excellent chance to hear from employees in the field.

Charter Oak USD in **Covina**, 20240 Cienga Avenue, will be hosting a meeting on **May 11** from **10 a.m.—12 noon**. The topic of the meeting will be ***Legal Updates***. Attorney Kristine Kwong will be providing participants with up-to-date information on ***Background Investigations and Recruitment***.

Additionally Ms. Kwong will provide participants with current information on ***Assembly Bill 2222*** which revised the definitions of mental and physical disabilities and medical conditions under the Fair Employment and Housing Act. This bill may affect how specific agencies must be in regards to listing physical and mental job requirements in their job descriptions.

Violence in the Workplace will be the topic of the meetings held at **Newport-Mesa USD, Friday, June 1** and at the **San Diego County Office of Education, Monday, July 30**.

IMPROVING INTERVIEW RELIABILITY

Mike Wheeler, Personnel Research Analyst II with the City of Los Angeles, provided participants with valuable information on this subject at a recent Membership Training Meeting. He explained that interviews are tests and require careful construction. To meet the legal criteria specified in the Uniform Guidelines, it must be job related.

The two types of interviews that should be avoided are those that have no structure and those that are so overly structured they do not take into consideration the differences among candidates' backgrounds and experiences and their interview styles. An unstructured interview is similar to general conversation, where a full range of topics is possible and there is no consistency or comparability among questions asked of the candidates. The best method, the semi-structured interview, is job-related and requires the interviewers to have knowledge of the job. The interviews are consistent and the same questions are asked of each candidate. This makes it possible to compare candidates and give them a measurable score. Follow-up questions are encouraged especially if a candidate does not elaborate enough to provide the panel with enough information to rate their ability in a particular content area. The overly structured interview is much more stringent. In this interview the same question is asked of every candidate and there are no follow-up questions allowed. Each question is scored separately and can have multiple dimensions.

Research had previously shown interviews to have low validity and low reliability but recent data shows that reliability and validity in structured interviews is very high across all classifications and job categories. The reason for the increase in reliability and validity is the structure. When the process is structured, candidates have equal opportunity to express the knowledge they possess and raters follow a uniform scoring criteria.

Mike gave several tips for conducting an interview including using 2 - 3 raters, training the interviewers, and providing the panel with time management guidelines. Interview construction can be completed by using updated job descriptions and information found in the job analysis. Several types of questions can be developed. The first of these is credential type questions which is an inadequate method because the questions only measure exposure to a job, such as years of experience, and not the quality of the job performed. The second is knowledge based questions which emphasize cognitive ability and do a slightly better job than the credential's technique. This information can be ascertained more effectively using a written multiple-choice test format. The next method would be to ask the candidate what they would do in specific situations. This also emphasizes cognitive ability and is only slightly better than the knowledge questions because it asks about hypothetical situations. The final type is to ask the candidate what they have done. This technique is used to elicit multifaceted responses and works well with follow-up questions. It emphasizes actual experiences that have occurred in the past. From the responses the raters can see how the candidate might react on the job.

To best determine a rating scale a panel of SMEs should read each interview question, and then determine the key issues that should be included in the ideal answer. Every possible answer an applicant can come up with does not have to be determined, but the key issues that would make the answer one that would determine a superior candidate should be identified.

No matter how well the interview is constructed, the skills of the interviewers can make a difference in the quality of information gathered. Make sure the panel thoroughly understands the requirements for the position based on a job analysis or current job description. Explain which questions are illegal and which should be avoided. If you follow this approach, you will ensure a fair and reliable process.

POSITION OPENINGS

Assistant Superintendent Human Resources
Charter Oak Unified School District, Covina
\$95,213 — \$107,655

The functional responsibility of this position is to provide for the organization, administration and leadership of personnel services. Serves as chief executive officer for the Personnel Commission. Will oversee personnel management for certificated and classified services that include: employee recruitment and selection, examination, employment transfer, promotion, layoff, collective bargaining interpretation, grievance processing, separation and record management. Knowledge of State Education Code related to the Merit System and certificated personnel, principles of effective personnel administration, applicable laws, codes, rules and regulations related to assigned activities, are required. A Bachelors' degree in a related field and two years in top level leadership capacity in a large public or private enterprise involving personnel or policy development, and two years experience in a merit system public agency are required.

Applicants must submit a completed district application and supplemental by Tuesday, May 15, 2001 by 4:00 p.m.

For application and information contact: Charter Oak USD
20240 Cienga Ave. Covina, CA 91724. Call (626) 966-8331 or download an application by visiting their website: www.cousd.k12.ca.us.

Human Resources Analyst
San Dieguito Union High School District, Encinitas
\$3,251— \$4,156

Position requires journey level work experience in recruitment and test development and BA in a related field.

Applications and further information can be requested by calling Mary Hernandez at (760)753-6491 or by e-mailing her at mhernandez@sduhsd.k12.ca.us. The position will close Friday, April 27, 2001.

WWW.CODESP.COM

Have you visited the CODESP web page lately? Complete the C-CIB Request Form and submit it directly from the web. Meeting information is updated regularly along with member district information including hyperlinks to e-mail addresses. Members can also share information or post questions on the Message Board. It is a great way to network with each of your 164 fellow CODESP members!

NEW TEST ITEMS

This past month CODESP staff added 132 new multiple choice test items to the Custodial, Printing, Instructional Aide, Information Technology, Grounds, and Personnel item banks. We also added a new item bank, Animal Care.

We have also been very busy updating old items. If you are using an old test, check with CODESP staff, new items may be available.

WELCOME NEW MEMBERS

Atwater Elementary School District:
Andrew Tolsma and Jean Anderson
McFarland Unified School District:
Linda Cruz

MEETINGS ELSEWHERE

May 18-20: *Personnel Commissioners Association of Southern California*, Palm Springs. For a registration form contact Paula Poe at Downey USD at (562) 904-3207.

May 23-25: *WRIPAC*, San Jose. Item Analysis or Selection Planning training is available on May 23. To register for the training, e-mail: dolvera@co.tulare.ca.us. For more information about the roundtable and presentations on May 24—25, e-mail: sandra.hoelz@ci.sj.ca.us.

IT'S THAT TIME OF YEAR AGAIN!

An *Intent to Continue Membership* with CODESP was recently sent to all members. Please complete it as soon as possible and fax it to us. If you have lost your invoice, make a copy from our website and type in your district's name.

Non-members can request information about membership from the web or contact us by phone or e-mail.

"LOOK FORS" IN THE INTERVIEW

Energy, Drive, Initiative: This is an important trait in all successful individuals. Look for answers that provide examples of types and quantities of tasks completed and level of relevant training and education attained.

Accomplishments: Look for major accomplishments over the past 5 years that show an upward growth pattern.

Problem Solving and Thinking Skills: Look for the ability for the candidate to collect and process information to make appropriate job-related decisions.

Technical Skills and Potential: Look for technical problem solving ability that would indicate current job knowledge and the potential to upgrade their knowledge and skills.

Team Player/Leader: Look for examples of past projects that were completed as a team and where the candidate's role demanded being a team player or leader.

Character and Commitment: Look for one or two major goals already accomplished and for flexibility, ability to work under pressure with a diverse group of people, and a sense of pride in accomplishments.

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