

Classified Employee Selection Materials

# CODESP NEWS

## EXCITING IMPROVEMENTS AHEAD

After gathering feedback about district needs and client satisfaction, we're planning to make things easier and more user-friendly for our member districts! For the past six months, we have been having a new software system developed for us so that we can better meet your selection needs. Our new system, called CATS (CODESP Automated Test System) will allow you to manage your membership as well as selection material ordering and retrieval in one location—a secure online location specific to your district.

**What will be new?** Initial membership and renewal, as well as contact information updates can be managed online. You will be able to order and view initial selection materials and then to order a customized test from that same site (no more excessive forms, passwords, navigation through multiple pages and membership forms on our website, rejected email attachments due to spam blockers, etc). Some added features are the ability to preview a test in the order you choose (and to rearrange it as necessary) and to modify existing tests easily. Another benefit is that having your selection material in one location allows for quick access to the test materials you need most!

**What are the next steps?** We will be beta testing the new system in the summer months and will be communicating with members along the way to update you on the progress of this exciting new project!

When we are ready to transition to the new system, we will be communicating frequently with member districts on how to manage this transition, giving careful instructions and phone and web support. With careful planning on our end, and a little patience on your end, our goal is to transition to the new and improved CODESP system (CATS) as seamlessly as possible, still providing our members with a high level of customer service and quick turnaround time on selection materials.

*CATS is being developed by the Regional Technology Center, which is a department within the Santa Clara County Office of Education that provides technology solutions to the education community and ancillary service organizations. SCCOE is also home to ED-JOIN, a California education recruitment tool created to help districts recruit on the World Wide Web, track applications, and take advantage of Teacher Recruitment Center Services. CATS will also coordinate with some of ED-JOIN's services.*

### PLEASE UPDATE YOUR FILES

**New Phone:**  
(714) 374-8644

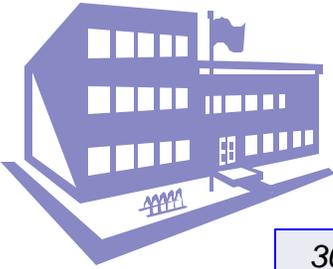
**New Fax:**  
(714) 374-8225

**New Address:**  
20422 Beach Blvd, Ste 310  
Huntington Beach, CA 92648

## BUILDING EMPLOYEE POTENTIAL

Instead of overcoming weaknesses....Buckingham and Coffman (1999) suggest that leaders:

- *Get to know people's strengths, weaknesses, goals and dreams.*
- *Avoid labeling people.*
- *Invest in their best people.*
- *Build on strengths.*



## WELCOME NEW CODESP MEMBERS

**Central USD**

**Valle Lindo SD**

**Gridley USD**

**\*\*In 2003 - 2004 CODESP Membership totaled 376 Districts\*\***

*305 school districts with an ADA of 1,000 or less receive free services through their county office of education's membership.*

### 2004 - 2005 Membership Information Needed

An invoice for next year's enrollment is now available. It is located on our website at [www.codesp.com](http://www.codesp.com) under the heading MEMBERSHIP. Please print a copy and submit it to your accounting department after your approval for CODESP membership has been granted. We have also attached an Invoice and Intent to Continue or Begin Membership to this file. Please complete the form and include your FULL district name and fax it to us at (714) 374-8225.

*"If you put someone into a job for which they are not well suited.....*

*You are stealing their life.*

**—Jim Collins,  
"Good to Great"**

## MEMBERSHIP TRAINING MEETINGS

The 2003—2004 training program year ended with a meeting in Santa Barbara. We have been as far north as Ukiah this past year, and as far south as San Diego. During the summer CODESP staff will be traveling throughout the state and is currently booking appointments. If you would like to coordinate a meeting in your area, let us know by emailing [marcodesp@aol.com](mailto:marcodesp@aol.com).

We would like to thank the districts who have hosted CODESP meetings this past year:

**San Bernardino City USD**  
**Colusa COE**  
**Shasta COE**  
**Lodi USD**  
**Clovis USD**  
**San Luis Obispo COE**  
**Mendocino COE**

**San Mateo COE**  
**Kern COE**  
**Walnut Valley USD**  
**Fresno COE**  
**Alameda COE**  
**San Diego City USD**  
**Garden Grove USD**

*Please email suggestions for Member Training Meeting topics to [marcodesp@aol.com](mailto:marcodesp@aol.com)*

*To see how 80 member districts answered your frequently asked questions on the NCLB, visit [www.codesp.com](http://www.codesp.com), and click on the link that says **"What are other districts doing about the NCLB Act? Click here to see the Results of CODESP's April 2004 NCLB Survey"***

# Identifying Future Leaders

Identifying employees' leadership potential and discovering those who are eager to be lifelong learners are extremely important management responsibilities. The following are mental habits for lifelong learning, according to J. Kotter (1981) in an article entitled, *Leading Change*:

**Risk taking:**

*Willingness to push oneself out of comfort zones.*

**Humble self-reflection:**

*Honest assessment of successes and failures, especially the latter.*

**Solicitation of opinions:**

*Aggressive collection of information and ideas from others.*

**Careful listening:**

*Propensity to listen to others.*

**Openness to new ideas:**

*Willingness to view life with an open mind.*

Also, according to a presentation on leadership given by Harry Brull of Personnel Decisions Incorporated, there are six general indicators of advancement potential:

1. Performance/Achievement Record
2. Learning Ability
3. Leadership
4. Adaptability/Resourcefulness
5. Self-management/Development
6. Desire for Advancement

An employee your organization is preparing to advance must be willing to learn and invest time and effort into the process. Both leaders and coworkers need to set goals, provide feedback, and offer encouragement to employees being prepared for advancement. They must be given challenging assignments that are not overwhelming. Finally, the organization must support learning and reward it.

As organizations, we need to plan for future leadership needs. Effective leadership is a differentiator in organizational success, and organizations need to improve their efforts in developing top-notch leaders. Assessing leadership potential during the hiring process and during training and development programs is critical if the organization wants to leverage its homegrown talent.

## **September 29th—WRIPAC Pre-Conference Training, South Lake Tahoe Area**

*Western Region Intergovernmental Personnel Assessment Council*

**Item Analysis, Mike Willihnganz of CPS Human Resources Services or  
Legal Aspects of Selection, Bryan Baldwin of the California Department of Justice**

### **REGISTER NOW!!!**

Visit <http://www.wripac.com> for more info and to register for Pre-conference Training

The Resort at Squaw Creek, 400 Squaw Creek Road, Olympic Valley, CA 96146

To reserve a room, call 1-800-327-3353

**\*\* The pre-conference training workshops are a fee of \$100 for WRIPAC members, and \$120 for non-members. The conference attendance on September 30 and October 1 is free and does not require you to register; however, if you would like to attend the pre-conference training, you must register and there is a fee as specified.\*\***

# How Managers Impact Performance

Although providing employee assessment materials is our main mission at CODESP, we are also actively involved in supporting training programs to increase employee productivity, promotability, and morale and reduce turnover. Check out this information from PTC-SC Spring Conference speakers Dennis Campos and Jay Schuster.

## Management Behaviors Do Impact Motivation!!

From: *Rewards of Rewarding*, PTC Spring Conference, 2004, Dennis Campos, MPA, HR Total Solutions and Jay R. Schuster, PhD, Shuster-Zingheim and Associates.

### Managers:

- \*\*can influence the level of an employee's motivation.
- \*\*must remember that the employee's abilities, competence and specific opportunities are important in motivation.
- \*\*must be continually sensitive to changes in employee's needs, goals and preferences for rewards.
- \*\*must try to channel employee actions into productive results.
- \*\*can and should be role models for their subordinates.
- \*\*should establish goals that direct behavior and provide employees with the opportunity for equality, challenges and need-satisfaction.

A number of managerial behaviors can act as "demotivators". The following can be **toxic to employee motivation** levels:

- ⊗ Giving "one size fits all" rewards.
- ⊗ Failing to be timely in feedback.
- ⊗ Expecting better behavior from your employees than you demonstrate.
- ⊗ Threatening or intimidating employees.
- ⊗ Failing to keep commitments, or your word or failing to explain why you were unable to do so.
- ⊗ Not keeping information told in confidence private.
- ⊗ Treating individuals like numbers.

Managers can take the following **positive actions** to improve employee performance:

- + Give information to enable employees to do their jobs well.
- + Provide planned and timely feedback.
- + Seek employee input.
- + Involve employees in job-related decisions.
- + Establish easy and open communication methods.
- + Learn from employees what motivates them.
- + Demonstrate personal pride in a job well done.
- + Recognize the power of your role and your involvement.
- + Write personal congratulations notes.
- + Publicly recognize employees.
- + Celebrate team success.
- + Ensure all the tools necessary are available.
- + Recognize the employee's personal needs.
- + Base evaluation decisions on performance.
- + Foster a sense of community.

*The bottom line is that managerial behavior affects employee motivation, which really does influence the bottom line. Positive managerial actions are money in the bank in terms of worker productivity!*

# INVOICE

Please submit to your business department for payment

## CODESP

### The Cooperative Organization for the Development of Employee Selection Procedures

20422 Beach Blvd. Suite 310 Huntington Beach, CA 92648

(714) 374-8644 Fax (714) 374-8225

Internet: www.codesp.com Email: tests@codesp.com

QUANTITY	UNIT	ITEM DESCRIPTION	UNIT PRICE	EXTENSION
		Contractual fee for participation in the Cooperative Organization for the Development of Employee Selection Procedures beginning July 1, 2004 and ending June 30, 2005.  Taxpayer ID No. 33-0487759		\$1,750.00

**PLEASE RETURN ONE COPY OF THIS INVOICE WITH YOUR REMITTANCE**

Make check and/or purchase order payable to: CODESP

# CODESP

Cooperative Organization for the Development of Employee Selection Procedures

## INTENT TO CONTINUE OR BEGIN MEMBERSHIP

**2004 - 2005**

Please complete and fax the following information as soon as possible. This information is vital so that we can effectively plan membership training programs and test development services.

\_\_\_\_\_ **School District/County Office/CCD** plans to continue or begin membership in CODESP for the 2004 - 2005 program year beginning July 1, 2004. Submit the enclosed invoice to your business office for payment. Mid-Year members for 2003 - 2004 are contractually obligated to rejoin CODESP for the 2004 - 2005 program year.

\_\_\_\_\_ **School District/County Office/CCD** will NOT be renewing their membership with CODESP for the 2004 – 2005 program year.

Comments:

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Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Email Address: \_\_\_\_\_ Phone #: \_\_\_\_\_

**PLEASE FAX ASAP: (714) 374 - 8225**