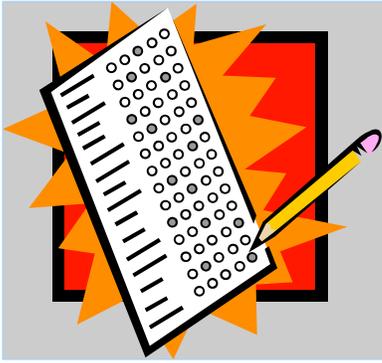


August 2008



CODESP

COOPERATIVE
ORGANIZATION FOR THE
DEVELOPMENT OF
EMPLOYEE
SELECTION
PROCEDURES

NEW TRAINING SERIES

Due to the great feedback we received from last year's four part Selection Basics training, CODESP will be launching another, more in depth four-part advanced training series this fall. This advanced training series is designed to build upon the HR framework gained in the Selection Basics training. Those who complete all four parts of the training will receive a certificate of achievement. All CODESP members are encouraged to attend this series regardless of their participation in last year's training. For those of you who were unable to attend any of the four part Selection Basics training, we have posted the presentations and the CODESP Handbook on Employee Selection Procedures for your review on the CODESP website under Resources. The following classes will be offered in the series:

Using Job Analysis to Build HR Tools

This class will provide a hands-on and practical approach to job analysis. Job analysis is necessary to build effective and valid HR tools such as job descriptions, classification plans, and training programs. Participants will also receive instruction on how to complete a Questionnaire to build a comprehensive and legally defensible assessment.

Workforce Planning

This class will focus on planning for district workforce needs to ensure that talent is present in the district when and where it is needed. Succession planning formulas and techniques to address this need will be discussed, as well as how the results can be used to identify workforce needs, to assess current workforce skills and/or competencies, and to design strategies to ensure a quality workforce.

Recruitment, Assessment and Selection

This class will go beyond the Selection Planning Basics course, covering many of the major concepts and techniques used to attract, assess and select qualified employees. Assessment procedures will be reviewed, including minimum qualifications, ratings of training and experience (supplemental application forms), multiple choice tests, interviews, performance tests, and writing exercises.

Advanced Interviews

This class is aimed at preparing human resource personnel for an in-depth and applied training in interview development, rater training, and scoring. Participants will learn best practices for developing rating scales and matching job needs to appropriate interview questions and techniques.

Hosting: If you are willing to host a training event, we request the following:

A location near a major freeway or highway; a room capable of holding 30 or more, for 3 to 4 hours (typically 9:00 am -12:30 pm); a screen, PowerPoint projector, and a laptop.

We are planning a four part training series, so if your district can host one or more training sessions, please contact us. Although we do our best to visit each area of the state, we must consider the ability to draw enough participants. If we can't make it to your area, contact us about online training. Respond to tests@codesp.com, or call Janet or Alex at 714-374-8644.

FIGURE QUESTIONS IMPROVED IN TESTS

Ever accidentally left a figure out of a test? Or forgotten to choose test items to go with it? We've upgraded the way CATS handles figure questions in the construction of a test, so that will never happen to you again.

Suppose you want to include a figure such as the Word Diagram in your exam. When you open your test materials that include this figure, you will now see that if you click the "Add" check box for the figure, but don't click "Add" for any of the items, you get a warning when you click Create Test. If you click to add just the items, but no figure, same thing — a warning comes up to alert you that you need to choose the figure. This is because the items are linked in the database to their corresponding figure.

This also simplifies the process of moving the figure and its items around in the test. Instead of having to individually re-number the figure and each of its items, now you just have to change the number of the figure, and all the items will fall behind it in your finished test. The other effect of this is that you cannot choose the order of the items that are linked to the figure. You can check which of the associated items you want to add to your test, but they can only be added in the same order as we send them.

If you want to remove some of the associated items after your Subject Matter Expert reviews the test, just go to *Create a Test*, open the materials, uncheck the item or items and click *Save* before clicking on *Create Test*. In some cases, your Internet Explorer browser may seem to "remember" your checkmarks and the item will still appear in your new test. If this happens to you, we recommend you close the browser out completely and start fresh. Open the materials again, uncheck the item or items, click *Save*, and click *Create Test*. You'll never generate a test with orphaned items or figures again.

NEW M/C TEST MATERIALS AVAILABLE

We've recently added nearly 170 new multiple choice items to our item banks, in areas ranging from Clerical to Information Technology to Purchasing to Science. We have new figures to offer on purchasing contracts, telephone protocol, using Outlook, clerical filing (two different ones!) and science equipment inventory. We've also broadened our selection of IT items on Macs, Windows XP and on servers. Most of these were written in response to customer requests, so plan ahead! We're delighted to create new items for you – just give us time to do the best job possible by making your request well in advance of when you will need your exam. We also appreciate your SME's assistance in the process.

Whenever you need a test, be sure to check the date of the materials on your CODESP home page under *Create a Test* – when did you receive them? We recommend you update them frequently to get our newest, freshest test items. If you are looking to fill a clerical, IT, or purchasing job, just think – you could be using new items right now!

COPYRIGHT NOTICE

CODESP is proud of the high quality selection materials we provide to our member school districts. The U. S. government has granted us copyright protection that covers our Item Banks, the Test Generator and all test and human resource support materials on the website including the Handbook. Also covered by copyright are our Job Description Builder and the Job Analysis Questionnaires.

If you have not taken a look through our testing items and other selection materials lately, please take the time to go through our webpage and see what we have — it is most likely just what you need. If not send us a request.

PLANNING THE HIRING INTERVIEW

The structured interview commonly used in qualifying candidates for classifications rates high on relative validity in Schmidt's and Hunter's meta-analysis of several common selection processes, which indicates that a combination of multiple choice job knowledge tests and structured interviews should yield good selection validity. The final hiring interview offers another opportunity to assess significant job domains but with an emphasis on the specific position that is open. Although it lacks some of the structure of a panel interview, proper training, planning and execution of the final interview can provide reliable results.

Tools should be provided to hiring authorities so that they can create interviews that have enough structure to obtain valid results. Sufficient training should be provided to ensure they know how to use them correctly. CODESP's website contains resources to assist members in this task including Job Analysis Questionnaires, which provide tools to streamline the process of job analysis. The results of job analysis can help subject matter experts and human resources staffers provide valuable "look-fors" to assist hiring managers in interpreting and rating candidates' responses. Many of CODESP's Sample Interviews, which are posted by job family under Resources, offer rating guides that include this kind of assistance, and CODESP staff will develop custom interviews and rating guides upon request.

Training should include how to use the final placement interview to gather information about candidates in the most important areas NOT covered by the other methods used in the selection process. In addition to specific skills, abilities or competencies established in the job analysis, the final interview can assess personal traits and work habits difficult to get at with other selection tools. A list of what they want to learn about the candidate related to the specific job opening should be developed in order to create benchmarks and "look-fors". Considerations should include the work environment, the type of interpersonal contacts that occur on the job, and the team vs. independent type work required when determining if the candidate would be successful on the job. On-site supervisors can be successful once trained in how to match candidates' responses to descriptions of successful job behaviors.

If the hiring authorities ask the common questions "What do you know about this position, and why do you want to work here?", they should be determining if the candidate has researched the job, a sign of sincere interest and motivation to learn about the position. They should see enthusiasm about the job itself, not just interest in the pay and benefits. Provide them with behavioral prompts to elicit job-related information, and with some sample answers that candidates might give to guide them in recognizing the best responses. More examples of "look-fors" are in the **Sample Questions for Final Interview** posted in Resources on the CODESP website, under **Interview Development and Interviewer Instructions**.

Let's say the district is hiring an IT Network Administrator, and that one of the essential competencies for the position is "Decision-Making & Problem Solving".

To assess this competency, the hiring manager could say, "Tell me about an important decision regarding a networking project that you have made. Describe the process taken to research and analyze the situation, the reasoning behind your decision, how you implemented the decision, and whether it was successful." The responses of a successful candidate may include their ability to:

- Organize information to make it easier to analyze or see trends.
- Anticipate consequences and form alternatives.
- Establish clear decision criteria for making informed choices.
- Seek relevant information to better understand situations and problems.
- See relationships between various facts, figures, or other information.
- Commit to a course of action after analyzing a situation.
- Form conclusions that lead to solid action plans that would work.

The addition of a few sample statements to help hiring managers recognize these behaviors being described will enable you to train them to evaluate candidates' answers in a reliably consistent way. A properly planned final interview, with a rating guide, and a hiring manager trained to recognize the best answers by matching them to "look-fors" and benchmarks, should result in a new hire who is likely to succeed quickly and make a strong contribution to your district.

TRAINING DATES

Below is a list of confirmed training dates for the new CODESP training series. Additional training locations and class details for these and other trainings will be available soon on the website.

Location	Date
Alameda COE	9/23
San Joaquin COE	9/24
San Benito UHSD	9/25
Santa Maria Joint UHSD	10/07
Victor Valley UHSD	10/15
Alameda COE	10/22
Marin COE	10/28
Napa Valley USD	10/30
Jurupa USD	11/12
Kern County Supt. of Schools	11/12
Lynwood USD	11/18
Calexico USD	12/2

MERIT SYSTEM ACADEMY

The Merit System Academy is an educational program designed for new and aspiring merit system Directors, Personnel Commissioners, and others interested in the workings of a merit system. If you start late, or have to miss a class, you can make up the class during the next Academy. The current Academy is being held in Fountain Valley.

The course covers the history of the merit system, functions of the Board and Commissions, the Brown Act, litigation, leaves, classification and compensation, recruitment and selection, collective bargaining and HR best practices — and it's a great networking opportunity. Check the website often for updates and exact dates of meetings: www.meritsystem.org.

WRIPAC

The Fall WRIPAC meeting will be held in **Sparks (near Reno), Nevada, October 1 - 3, 2008**. The pre-meeting training topic is **Workforce Planning**, and it will be presented by Shelly Langan. This course provides an introduction to Workforce Planning and integrates the principles of workforce planning into organizational efforts to mitigate the impact of the looming challenge for which many organizations need to prepare: the huge talent and successor crisis that an aging workforce will bring in the next three to eight years. The meeting that follows the training is FREE and will include speakers and a roundtable discussion.

For more information, visit www.wripac.org.

SPCA/NC ANNUAL CONFERENCE

October 10 - 12, 2008 - San Jose, CA - Crowne Plaza

Confirmed sessions include:

- Merit System 101; Mandatory Sexual Harassment Training: Employment Leaves, Due Process & Progressive Discipline – What Commissioners Should be Looking for When Conducting Appeal Hearings - What's New on the Frontlines: Testing, Training and Recruiting in the 21st Century; Panel Discussion on Expectations of Director & Commissioner Roles

See www.meritsystem.org for more information

PTC-SC Annual Conference

October 2—3 Huntington Beach, CA

*Challenging Traditional Methods of Assessment in Human Resources Selection:
Expanding Horizons and Embracing Innovation*

More information and registration at:

www.ipmaac.org/ptcsc/

JOB OPENINGS

Risk Management Director

\$104,656 - \$122,895

Application deadline: Friday, September 12, 2008

Contact: Human Resources Technician

Long Beach Unified School District

Personnel Commission Office

562 - 997- 8000 ext. 7441

Website: www.lbschools.net/Main_Offices/Personnel_Commission/

Human Resources Analyst - Classified

\$3,366-\$4,091/month

Application deadline: August 29, 2008

Contact: Debby Wulff, Director, Classified Personnel

Call 760-331-5029 or email dwulff@carlsbadusd.net