

CODESP

Cooperative Organization for the Development of Employee Selection Procedures

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INSIDE THIS ISSUE

- 1 2010 Customer Survey
CODESP Board of Directors Election
Upcoming CODESP Webinars
- 2 Social Networking Sites and the EEOC
- 3 Competency-Based Interviews and BARS
- 4 Webinars-On -Demand
- 5 WRIPAC May Meeting
IPAC July Conference
New Items & Materials

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2010 Customer Survey Taking Place Now

CODESP's 2010 Customer Survey is now being conducted. We emailed out the link to the survey earlier this month. If your organization has not had the chance to complete the survey yet, we hope you will do so soon. Our customers' input is crucial to our development plans. Two of our most popular new services, online testing and free webinars, were developed in direct response to the demand communicated in previous surveys.

Please help CODESP set the course for 2010- 2011 by responding to our Customer Survey! The survey closes at the end of the business day on Wednesday, March 3, 2010.

CODESP Board of Directors Election

By now, members should have received information regarding nominations for this year's openings on the CODESP Board. To make the process quick and easy, the ballot will be distributed electronically. Since we can now conduct the Board meetings in a webinar format, **Board members do not need to be present at the meeting location in Huntington Beach to be on the Board.** We encourage members from all locations to run for election. Four positions on the Board are open for election this year, and members *can* nominate themselves.

Please consider running and don't forget to VOTE!

Upcoming CODESP Webinars

March 11, 2010

The Evidence Investigation Model

Brian Bock - Fagen, Friedman and Fulfröst, LLP

This presentation will provide participants with a model on how to effectively conduct an investigation to minimize the risk of litigation and prevent liability.

March 25, 2010

Current and Continuing Legal Issues

William Corman - Bogatin, Corman & Gold

This webinar will include current legal and Ed. Code issues of interest. Cases that will be discussed include Tucker v. Grossmont UHSD, Miller v. City of LA, and Hood v. Compton CCD.

More webinar information and registration instructions available at www.codesp.com

Where Are Candidates Found? Social Networking Sites and the EEOC

Is your organization increasing its recruiting presence on social networking sites? The personal information that people expose on these websites is not the only danger they pose to recruiters. Recruiters are aware by now that on social networking sites, they must exercise care to avoid learning information about potential candidates that they would rather not, or even *should* not know. But how much do your agency's recruiters know about the makeup of the site's membership? The members of even professional networks such as LinkedIn may not be sufficiently diverse to protect your agency from complaints of discrimination.

In her September 2009 article at [Workforce Management Online](#), [Discriminatory Twist in Networking Sites Puts Recruiters in Peril](#), Fay Hansen warns employers that "sourcing applicants [only] from Twitter or LinkedIn or screening candidates through Facebook or MySpace may open employers to discrimination charges." She cites Jessica Roe, of Bernick, Lifson, Greenstein, Greene & Liszt in Minneapolis, who says that many networking sites "exclude whole populations ... The social networks represent limited social groups and very small labor pools. It's an enormous issue ... because the population is limited and highly selective. I anticipate more race and age claims over the next two years, and a significant portion will be from sourcing through social networking sites, where the users are generally white and age 20 to 40. We'll see lawsuits."

Hansen reports that Quantcast's latest data shows that only 5 percent of LinkedIn members are black and only 2 percent are Hispanic. Other social networking sites can be similarly skewed for age, race and gender. The EEOC's Compliance Manual specifically calls out such limited recruiting practices as illegal under Title VII:

"Who ultimately receives employment opportunities is highly dependent on how and where the employer looks for candidates. Accordingly, Title VII forbids not only recruitment practices that purposefully discriminate on the basis of race but also practices that disproportionately limit employment opportunities based on race and are not related to job requirements or business needs. For example, recruiting from racially segregated sources, such as certain neighborhoods, schools, religious institutions, **and social networks**, leads to hiring that simply replicates societal patterns of racial segregation." -- [EEOC Compliance Manual, Section 15](#), **emphasis added**

Paul Mollica, partner at Meites, Mulder, Mollica & Glink in Chicago, points out that the obvious solution is to make sure that recruiters balance applicant sourcing from social networking sites with other more comprehensive talent searches. "If you combine these methods and use networks to expand the applicant pool, that's a valid method, provided that you are also reaching candidates through broader means."

Mollica has another issue to raise with sourcing candidates mainly from networking sites: record-keeping issues. "When the Office of Federal Contract Compliance Programs or plaintiffs' attorneys come along with a discovery request and want to see the trail for recruiting, these employers are going to come up short," Mollica warns. "The problem they will have created is that the data and the paper will not be there, and they will only have evidence in digital form on smart phones and flash drives ... Employers will be left throwing up their hands. Worse yet, when the EEOC comes knocking to investigate a complaint, the records are in a digital mist, and that could be a terrible problem. It's risky because the records aren't there."

Candidate pools continue to increase, while budgets are cut deeper and deeper, so that human resources and recruiting functions are squeezed even as more applicants must be processed for every position. This increases the responsibility that employers have to train hiring managers on correct and legal practices in recruiting, selecting and hiring, from where and how candidates are sourced up through allowed interviewing techniques and questions.

Competency-Based Interviews and BARS

As the use of competencies has become widespread, many are using them in their interview processes. Competency-based interviews are comprised of behaviorally based interview questions. They focus on disclosing examples of behavior in the past, and are based on the idea that the best predictor for future behavior is past behavior.

CODESP uses the Behavioral Competency Dictionary created by Bassett USD, which can be accessed on the CODESP website after login under Job Description Builder / Glossaries.

Steps for using the Competency Dictionary posted on the CODESP website

1. Identify the essential competencies based on an up-to-date job analysis
2. Identify the competency level required at the time of hire
3. Choose a corresponding CODESP interview question or develop your own
4. Develop a behaviorally anchored rating scale for each question (BARS) with the help of subject matter experts (SMEs)

Why use BARS?

Behaviorally anchored rating scales are comprised of critical incidents which define the interview responses expected from highly qualified, qualified and unqualified candidates. These anchors assist raters by reducing the ambiguity in identifying excellent responses. Behaviorally anchored rating scales are more reliable than purely numeric scales on which raters must interpret the meaning of the numbers 1 to 5, or descriptive adjective scales where raters may or may not agree upon what “unqualified” and “qualified” mean.

To develop behaviorally anchored rating scales, work closely with your subject matter experts, and take the following steps:

1. Define an excellent answer for each question using the critical incidents method
2. List only behaviors that can be demonstrated when answering each question
3. List each behavior separately
4. State behaviors in a general way so that they can apply to various situations
5. Modify the behaviors defined for an excellent answer to define average and unacceptable responses

Example of a BARS for a Competency Based Interview Question:

Suppose the question concerns the competency of Accountability, or Dependability:

Accountability (Dependability)

The extent to which one internalizes and outwardly expresses responsibility for timeliness, commitment to task, adherence to performance standards, and conformity with the rules and policies of an organization.

Level 3 - Functions under minimal supervision in completing complex, sensitive assignments and projects; holds accountability for team outcomes; identifies and assists in addressing areas of weakness that may affect a unit's or department's performance.

Interview Question

Describe the most complex department activity or process for which you have been held accountable. How did you make sure you and those you supervised achieved the desired results in a timely manner?

Continued on next page

Below is a sample of a corresponding BARS rating scale for this question. You can use the Competency Dictionary:

Competency	5 = HIGHLY QUALIFIED	4	3 = QUALIFIED	2	1 = UNQUALIFIED
CCOUNTABILITY (DEPENDABILITY)	Answer demonstrates the applicant: <ul style="list-style-type: none"> <input type="checkbox"/> successfully completes complex tasks in time to make all the necessary revisions <input type="checkbox"/> takes appropriate measures to address team's or own shortcomings and ensure excellent results 	<input type="checkbox"/>	Answer demonstrates the applicant: <ul style="list-style-type: none"> <input type="checkbox"/> meets task or project deadlines <input type="checkbox"/> keeps informed on project or task progress <input type="checkbox"/> completes satisfactory work 	<input type="checkbox"/>	Answer demonstrates the applicant: <ul style="list-style-type: none"> <input type="checkbox"/> did not meet deadlines based on circumstances that he or she could have influenced <input type="checkbox"/> meets deadlines but may greatly sacrifice project or task quality

Further behavioral details could pertain to the duties of the specific position being filled. As with all selection procedures, practitioners should take care to work closely with their job analysis data and their subject matter experts in developing both interview questions and their rating scales.

FLSA Webinar is the First of Many Webinars-On-Demand

CODESP's newest feature is webinars on demand! Schedule conflicts may have previously stood in the way of staff ability to attend a webinar in the past, but thanks to new technology, our members and subscribers can now view past webinars on the CODESP website through the new **Webinar Archive** feature located under [Links](#).

We have already loaded our first on-demand webinar, entitled "[The Fair Labor Standards Act - Everything You Wanted to Know But Were Afraid to Ask](#)", by Brian Bock of Fagen, Friedman & Fulfrost, LLP. It can be viewed any time day or night at the convenience of members and subscribers logged-in to the CODESP website. Those who attended the webinar stated it was interesting, relevant and informative. They loved the fact that they could attend from the convenience of their own offices and download the materials as soon as they logged in. It isn't necessary to take their word for it, though, as the recorded webinar is now only a click away.

These archived webinars are for CODESP members and subscribers only and cannot be shared on your website or outside of one's agency. Although this is a wonderful feature, we encourage you to listen to the webinar live so that you can ask questions as the webinar is being presented.

CODESP is looking forward to Brian Bock's next webinar on [Conducting Successful Investigations using the Evidence Model](#), which will be held on March 11th. Register today on the CODESP website under Training.

WRIPAC Spring Training & Meeting
Marina del Rey Hotel, Marina del Rey, California
May 4 - 7, 2010

Job Analysis Training
May 4 - 5

Presented by Karen Coffee and Mike Willihnganz

Free Meeting
May 6 - 7

More information about the meeting and the training can be found at www.wripac.org

Registration Deadline April 30, 2010. Hotel rate \$79

IPAC 2010 Conference on Personnel Assessment
July 18 - 21, 2010

Hyatt Regency Hotel, Newport Beach, CA

<http://www.ipacweb.org/conf/10/>

New Test Materials
M/C Items, Supplementals, Interviews and More!

Our analysts have been busy adding more multiple choice test items to the banks, and developing new custom Supplemental Application Forms, Sample Interviews and Writing Exercises. New items are going out to members in clerical areas such as alphabetizing folders by code letters, sorting records by ID numbers and other factors, and putting number sets in order. Attention-to-detail items such as these have been demonstrated to be among the best predictors of success in clerical positions. We also have new English usage items, pool maintenance items and math items related to maintenance tasks. If you don't receive what you need, we can develop new items for you.

We encourage you to explore all the selection materials posted on the CODESP website under Resources. Remember, many of these documents are titled with generic job titles, so if you're having trouble matching your particular job with Resource materials, get in touch with us. We can help you find the right materials, or advise you to submit a CATS Request Form for custom materials development.

Have you re-generated your CODESP tests lately? Remember to do this frequently to pick up changes to multiple choice items as we update them. Just open your CATS M/C item packet in [Create A Test](#), and click [Create Test](#) to generate a fresh copy of your test with all of our updates!