

# CODESP

Cooperative Organization for the Development of Employee Selection Procedures

March  2010

## INSIDE THIS ISSUE

- 1 CODESP Board of Directors Election  
Services Available  
Upcoming CODESP Webinars
- 2 WRIPAC May Meeting  
IPAC July Conference  
PTC-SC Luncheon
- 3 Strategic Management



The ballot is now available through a Survey Monkey link. If you are a member and did not receive a ballot link through email, contact our office. Please participate in the election.

## CODESP Services Available Online

Members and subscribers have access to the secure areas of our website by using a login name and password. The Resource area contains assessment materials for instant access including Interviews, Supplemental Applications, Writing Exercises, Performance Tests and In-Basket exercises. They are posted by job family and generic job title. Customers can produce custom materials from these editable documents. If customers cannot find what they need, or they would like us to assist them in developing new materials, they can submit an online CATS Request Form.

The CATS Request Form can also be used to request Multiple Choice test questions. Tests can be generated directly from the website in paper or online format. [Contact us to Activate Online Testing at Your Agency!](#)

### CODESP

20422 Beach Blvd. Suite 310  
Huntington Beach, CA 92648

Phone: 714-374-8644

Fax: 714-374-8225

E-mail: [tests@codesp.com](mailto:tests@codesp.com)

[WWW.CODESP.COM](http://WWW.CODESP.COM)

## Upcoming CODESP Free Webinars

(Register on the CODESP Website)

March 25, 2010

### Current and Continuing Legal Issues

William Corman, Attorney - 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.

April 21, 2010

### How to Legally Address Employee Use of Social Networking Websites and Other Technological Media

Joseph Sanchez, Attorney - Group of Best, Best & Krieger, LLP

This webinar will address legal issues related to the use and misuse of technology in the workplace as well as provide tips on how to create an employee policy addressing social networking websites and similar technological issues.

## WRIPAC Spring Training and Meeting

Marina del Ray 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](http://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

The slate of renowned keynote speakers include: [David Campbell](#), [Scott Highhouse](#), [Mike McDaniel](#), and [Past IPMAAC President Jeff Feuquay](#). Additionally, there will be an array of pre-conference workshops offered on Sunday, July 18<sup>th</sup>, which will include a mix of full-day and half-day sessions on foundational and applied topics. The program of concurrent conference sessions will include panel discussions, tutorials, paper presentations, and symposia all aimed at offering attendees a first-rate, cutting-edge program of assessment and testing topics. This IPAC conference will continue to explore ways to strategically align the role of testing and assessment functions across all aspects of HR, a journey begun with last year's joint conference with IPMA-HR

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

## PTC-SC Luncheon

Wednesday, April 14<sup>th</sup>, 2010

Luminarias Restaurant, Monterey Park, CA

### Stability of Job Analysis Findings and Test Plans Over Time

Presented by Calvin C. (Cal) Hoffman, Ph.D.

More information about the training can be found at

[http://www.ipacweb.org/ptcsc/monthly\\_programs/](http://www.ipacweb.org/ptcsc/monthly_programs/)

# STRATEGIC MANAGEMENT

There are few public employers who have been immune to the effects of the poor economy and slashed budgets. For many it has been a time of uncertainty and a time of challenges, but for some it has created opportunities to evaluate their current workforce and policies. Those that are sitting back, waiting and hoping for the best are not being strategic managers. To be successful, leaders need to remain positive while seizing opportunities and being proactive.

This economic downturn is an ideal time for organizations to revisit the organization's vision, mission and goals and determine their commitment level to strategic success. Now is the time for leaders to revisit how a department does business, the leadership philosophy, and the effectiveness and efficiency of the operational processes.

Many organizations are experiencing a significant loss in funding and a reduction in staff levels. This may be a good time to evaluate services provided by each department and to conduct a workforce analysis to determine staffing requirements for the future. Combining job duties from eliminated positions may lead to an increase in reclassification requests. If classification and job analysis studies are conducted there may be a need to edit job descriptions.

Strategic management is a primary and essential responsibility for the organization and its leadership, especially in times of change like we are currently experiencing. It involves strategic thinking, strategic planning and strategic momentum to help an organization reach long-term goals.

Strategic thinking is the intellectual process of seeing the big picture-the organization as a whole. It also involves seeing the various parts of the organization and the actions or activities associated with those parts by clarifying how they support or inhibit the mission of the organization.

Strategic thinkers have a sense of the possibilities that the future could hold. They have the ability to draw upon the past, evaluate the present and envision what has to change or remain the same to achieve predetermined outcomes or to take advantage of potential opportunities. It can include how to resolve a specific issue or problem, but always within the context of how the outcome will impact all other parts of the organization. Strategic thinking involves full awareness that analysis, evaluation and implementation strategies are being considered as they relate to problem resolution or decision-making.

Strategic thinkers accept the reality that change may be needed; question current cultural assumptions; question current processes and procedures and other related internal factors; continually strengthen their understanding of the total system (organization); envision unlimited possibilities for the future; generate new ideas and options; evaluate how the organization fits with its external environment; evaluate internal factors, such as available resources (equipment, facilities, finances, personnel); evaluate the effectiveness and efficiency of processes and their impact on or relationship to other processes; identify critical success factors that influence individual and team productivity and determine which are within "local" control and those that are not; forecast change in a variety of external factors and influences; and consider how to use measurement tool to determine success (or progress).

Strategic planning is a structured process designed to provide clarity, focus, direction and continuity in moving the organization to bottom-line results. Often seen as an event, such as a one-, two- or three-day management retreat, strategic planning is a combination and series of

meetings, discussions and evaluations that lead to organizational transformation and occurs over time.

The strategic planning process reviews the state of the organization; clarifies the values, mission, vision and purpose of the organization; identifies specific strategic initiatives (goals); links strategic goals directly to the mission of the organization; defines the leadership philosophy and organizational culture; identifies critical success factors; clarifies policies and procedures-establishes work guidelines and a "code of conduct" for meetings and interactions; assesses current resources and projects future resource requirements-clarifies roles and responsibilities of each department, manager and individual within the organization; examines internal processes; identifies current and potential customers (internal and external); and assesses current and targets future services-develops implementation timelines and associated accountability measurements - monitors progress and gives corrective feedback and direction.

The final written strategic plan is not a document set in stone. It should serve as a reference tool for periodic review and monitoring of your organizations success in moving toward goals.

Strategic momentum involves the day-to-day activities required in managing and implementing the strategic plan. Ongoing strategic thinking and planning become a natural part of what everyone does from top leadership to entry level employees. Strategic momentum is the force behind the plan and involves performing the tasks or work required to reach certain pre-determined objectives; ongoing analysis, evaluation, decision-making and problem-solving; looking at "what ifs" and "what if nots" and the subsequent consequences; encouraging innovation (moving away from "but this is the way we have always done it" mentality); embracing change and adapting to changing requirements; periodic review of the strategic plan; and sustaining the energy and enthusiasm for the vision.

Leaders who are strategic thinkers will focus on the benefits of change as they communicate with others. Even though they may have concerns or may not like what must change, they create an environment for gaining the commitment, cooperation and buy-in of all involved. The first step is to review the strategic planning document with key stakeholders. Once agreement is reached on what needs to "stay the same" or what needs to "change," the next step is to talk with employees. Leaders know there is a fine line between full disclosure and a need to know when helping others understand change. Answering questions and addressing employees' concerns by letting employees know what the future will (or might) hold can circumvent any rumor mills that, more often than not, tend to be based on fear of the unknown and are negative in nature. Also, if the leader doesn't know the answer to the question, the employees need to know that, as well.

Understanding employee concerns and feedback can serve as useful data when streamlining current processes or implementing new processes. Another critical step is to review current evaluation and monitoring tools to ensure that they are measuring the "changes." With an evaluation process in place and with ongoing monitoring, any corrective actions can happen immediately to maintain the momentum needed for reaching a goal.

Employers should ask themselves if they employ strategic thinkers and if their organizations have momentum to implement sound strategic plans. If they do, organizations will be able to move forward in a positive direction to reach their goals and to create a more efficient and successful organization.