

# CODESP

Cooperative Organization for the Development of Employee Selection Procedures

August 2010

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## Strategic HR Management in Lean Economic Times

The private sector has long recognized that it is not just financial and technological capital that provide companies with a competitive edge, but people, or human capital. Without attracting and retaining the right people with the proper skills and training, an organization cannot succeed. Therefore, people have been recognized as companies' most important asset. As the public sector struggles with continued financial cut-backs, we too need to realize the importance of our human resources.

A very large percentage of agencies' budgets are spent on human resources -- salaries, benefits, training, etc. Nowhere else do you make that substantial an investment and not measure the return. Not only do human resources determine the quality of the individuals employed at your agency, but several recent studies have confirmed that the

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## Introduction to Job Analysis Webinars August 31 & September 9, 2010

Job analysis is an essential step in building effective HR tools such as job descriptions, classification plans, training programs and job-related tests to measure the knowledge, skills and abilities (KSAs) and competencies required for satisfactory job performance. This basic webinar for participants new to job analysis will provide a hands-on and practical approach to job analysis. Legal reasons why job analysis is performed will be discussed. Training will include a brief overview of CODESP on-line Job Analysis tools.

Webinars are available for on-demand viewing for customers/subscribers at [www.codesp.com](http://www.codesp.com) under Links/Webinar Archives after login.

## New Custom Test Materials

Hundreds of new items, including many with figures, have been added to the item bank recently. Additionally, many of our older multiple choice test items have been edited based on item analysis results. If we don't have the items you need when you place an order, we will be happy to develop them. Submit a CATS request and please provide us with:

- 10 business days
- SME assistance
- Detailed information about the requirements
- Technical specifications - especially if the materials are vendor specific

## Clerical Modules

Modules of items specifically selected based on past test performance will be available soon to test for clerical job competencies broken down by entry, mid, and highly experienced levels of clerical/administrative office positions.

Modules can be mixed and matched based on minimum job requirements in the following topics:

- Alpha Filing
- Numeric Filing
- Office Procedures-*Business Documents*
- Customer Service-*Telephone; Administrative Support; Human Relations*
- English Usage-*Grammar and Punctuation*
- Spelling
- Proofreading
- Recordkeeping
- Coding
- Checking-*Word and Number Comparison*
- Reading Comprehension
- Math
- Microsoft Excel 2003 & 2007
- Microsoft Word 2003 & 2007
- Microsoft Outlook
- Microsoft PowerPoint

**Upcoming Meetings and Conferences:**

## Northern CSPCA Annual Conference - Saturday, Oct 2 Santa Clara Office of Education

Workshops will include: Four Things You Must Know About Retaining Employees Based on Merit and Fitness; The Fiscal Crisis-Is the Sky Falling? The Right Perspectives for Classified Leaders; and Governance Issues Pertinent to Personnel Commissions and the Brown Act. The cost will be \$50.00, which includes lunch. Hotel Accommodations: Holiday Inn-San Jose. Registration questions should be sent to: Sharon Lampel- [slampel@slzused.org](mailto:slampel@slzused.org)

## WRIPAC Fall Meeting

Hyatt Vineyard Creek and Spa - Santa Rosa, California

Selection Planning Training  
September 15

*Free Meeting with Presentations on:*  
September 16 - 17

More information about the meeting and registration can be found at  
<http://www.wripac.org>

## Join or Subscribe to Services

Does your public agency need?

- Employment test materials
- HR Training including FREE webinars
- Online testing capability
- Job analysis
- Classification
- Recruitment services
- Job description assistance
- Low cost HR consulting for special recruitments, classification and job analysis studies

Public educational agencies can become members of the consortium. All other public agencies, afterschool programs and other non-profits can subscribe to CODESP. Visit our website to learn how we can make your HR processes more efficient through our low-cost services [www.codesp.com](http://www.codesp.com)

## September 30 Deadline for Payment

PO's or checks are due by September 30 for returning members/subscribers. An Invoice is available on the website for your convenience. Don't miss out on the updates we are making to the test materials and the use of the online testing system.

## Online Testing Compatibility with Applicant Tracking Software

In the last newsletter we announced our newest enhancement, the **Excel upload of candidate rosters**. The testing process has been successful so far. It is compatible with a variety of applicant tracking systems including Neo-Gov. Initial tests with EDJOIN and the newest version of PeopleAdmim are also showing compatibility. This new feature will allow those agencies who can download their applicant lists from their applicant tracking software to Excel the ability to upload these lists into the online test system to automatically create a roster of candidates for the multiple choice test. This will save time and reduce errors that may occur when applicant information is re-entered into the system for test administration. Contact us for more information and to activate the online testing service at your agency.

## Strategic HR Management in Lean Economic Times

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quality and innovation of HR practices impact business results. These studies found a correlation between increased quality of HR practices and increased organizational success. Among other benefits, HR alignment with the organization's mission increases HR's ability to anticipate its customers' needs, along with the agency's ability to implement strategic business goals. It also provides decision-makers with critical resource allocation information.

Finally, HR alignment is a vital process to advance agency accountability. By defining, maintaining, and assessing human resource management (HRM) goals and measures, communicating them throughout the agency, and using the information to make management decisions, agencies are able to ensure that the management of human resources contributes to mission accomplishments. Managers can then be held accountable for their HRM decisions in support of the accomplishments.

HR offices are still expected to do the same amount of work with less staff, while also focusing on broader organizational issues. Many HR offices are struggling to do their own work plus trying to redefine their role as a strategic partner.

An Office of Personnel Management study found the following information in regards to the changing roles of HR:

*HR as Consultant:* Most agency managers interviewed, acknowledged that their HR office had become more consultative. Rather than telling a manager he/she can or cannot do something, HR professionals are becoming more helpful in finding solutions to HR issues.

*HR as Contributor to Mission Accomplishment:* These same managers also recognized the importance of the HR office to mission accomplishments. Since HR does so much for the organization in terms of recruitment, staffing and employee benefits/relations, managers are realizing the difficulty they would have doing it on their own. However, HR typically does have its limitations, particularly the size of the staff in relation to the amount of work it has to do.

*HR as Strategic Partner:* Few, if any, agency managers surveyed felt that their HR office is a true strategic partner. The study found that few HR offices were included in business planning from the beginning but were generally brought in to implement a decision that had already been made.

Most of the study respondents agreed that HRM accountability is shared between the HR staff and managers. Managers are accountable for the business results achieved through good HRM, the HR staff is accountable for HR compliance, and both are accountable for the overall effectiveness of the agency HRM program.

With budget cuts and downsizing, the need to streamline has become many HR departments' main goal. Their current focus is to improve the efficiency and effectiveness of traditional HR programs and processes.

CODESP's products and services can assist organizations in reaching their efficiency goals. Test materials from our extensive item bank and document data base can be delivered through our secure online website. Selection of test materials and test generation can be accomplished directly from desktops. Our online testing option eliminates the need for paper and allows for automatic and immediate scoring and item analysis. Let CODESP assist your agency by providing recruitment and assessment tools necessary to more efficiently and effectively improve the quality of the individuals your agency hires.

<http://www.opm.gov/studies/alignnet.pdf>

# ASSOCIATE PERSONNEL ANALYST TORRANCE UNIFIED SCHOOL DISTRICT

PERSONNEL COMMISSION  
2335 Plaza del Amo, Torrance, CA 90501  
www.tusd.org  
Phone (310) 972-6340 Job Hotline (310) 972-6344

**FILING DEADLINE:** District application and supplemental application form must be submitted to the Personnel Commission Office prior to 4:30 p.m., September 22, 2010.

**SELECTION:** Written Examination - 50% Oral Screening - 50%

**WRITTEN TEST DATE:** Tentatively scheduled for the week of September 27-October 1, 2010.

Qualified candidates will be notified by mail.

**ORAL PANEL INTERVIEW:** Tentatively scheduled for the week of September 27-October 1, 2010.

Qualified candidates will be notified by phone.

**BASIC FUNCTION:** Under the direction of the Director-Personnel Commission or Personnel Analyst, as assigned, assist in and support the administration and supervision of a comprehensive and diversified personnel program for classified employees; perform professional-level personnel work relating to classification, compensation, examinations, test analysis and construction.

**EDUCATION AND EXPERIENCE:**

Any combination equivalent to: Associate of Arts degree with a major in personnel, public or business administration, psychology, behavioral science, statistics, or related field. A Bachelor's degree in any of the above-mentioned fields is desirable. Additionally, one year of technical personnel experience in professional personnel functions is required. A Master's degree in public, business, or personnel administration or related field may be substituted for the required experience.

**SALARY:** \$4,513 - \$5,491

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*The Personnel Commission of Santa Cruz City Schools invites applications for*

## **DIRECTOR - CLASSIFIED PERSONNEL**

**86% FTE \$72,439-\$85,507 (215 Days @ 100%)**

**Deadline for filing an application: October 21, 2010**

To receive an application and supplemental form contact:

Personnel Commission  
Santa Cruz City Schools  
405 Old San Jose Rd  
Soquel, CA 95073  
Telephone: (831) 429-3410 x238

Please return your materials to the above address or fax to (831) 429-3433, or you may apply online at [www.edjoin.org](http://www.edjoin.org)

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The San Bernardino City USD Personnel Commission is currently recruiting for Personnel Director. View the Posting under Resources at [www.codesp.com](http://www.codesp.com)