

# CODESP

Cooperative Organization for the Development of Employee Selection Procedures

June 2011

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## CODESP Renewal

Our new membership/subscribership year begins on **July 1, 2011**, and we look forward to continuing to provide your agency with employee selection materials and training through access to the secure areas of our website. And we welcome our new customers!

New customers can register online at **[www.codesp.com](http://www.codesp.com)**.

For renewal we simply need to receive a purchase order or check from your district. If an Intent to Continue is not received by July 1, 2011 or payment for services by September 30, 2011, access to the secure areas of the website and all other CODESP services will not be available.

Our invoices and the Intent can also be obtained on our website from the blue-toolbar by **clicking on Join CODESP**.

## Biology in HR?

Although you may not have thought about biological processes since your last biology class in high school or college, it is having a substantial effect on best practices research in the field of human resources. Human behavior cannot be explained with any one variable, but as psychological research begins to be influenced by biology, we can gain further understanding of what motivates our employees at work. We are not going to examine the actual biological structures, but we are going to examine what some of those biological structures and processes lead to with regard to employee motivation.

Many of the methods and practices in the field of human resources are influenced by the research of psychology. And psychology has quickly moved from a "soft" science to a more biological and "hard" science. A field that was once described - or stereotyped - by images of Freudian psychologists analyzing dreams and desires is now rooted in brain chemistry and neurological biology. Although the resulting studies may be just as difficult to interpret as the studies of earlier psychological researchers, we are now able to base many of our decisions about human behavior on biological science rather than behavioral interpretations and generalizations. So what is the point for us as HR professionals? Continued...

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**[www.codesp.com](http://www.codesp.com)**

In their *Harvard Business Review* article, "Employee Motivation: A Powerful New Model", Nohria, Groysberg, and Lee (2008) outline a model of employee motivation based on biological drives. They identify four basic motivational human drives. Each drive is rooted in our evolutionary history in order to best promote our own survival. So the point becomes, what if we could satisfy these drives at work? If my job does not satisfy my drives for survival, why go?

Nohria, Groysberg, and Lee (2008) identify the following four drives:

- the drive to acquire
  - our need to get more money, food, possessions, etc.
- the drive to bond
  - our need to fit in with those around us
- the drive to comprehend
  - our need to make logical sense of the world and be challenged intellectually
- the drive to defend
  - our need to find security

In their article they outline different methods and strategies for managers to find ways to ensure employees motivational needs are met based on these four drives.

DRIVE	HR's TOOL	EXAMPLES
Acquire	Reward Systems	
Bond	Organizational Culture	
Comprehend	Job Design	
Defend	Performance Management	

I have purposely left out the authors examples in order that you may find an opportunity to sit down with your HR team to brainstorm ways that your organization may better fill the biological, motivational needs of your employees. Examine what you are doing now and what you could be doing to better ensure that your people can acquire, bond, comprehend, and defend all in a day's work! As psychological professionals it is important to remember that human behavior is extremely complex, but if we think about the basic reasons that motivate rudimentary human survival, we can design processes and procedures at work that promote these motivational drives at a much higher level.

## Did you know?



### CODESP...

- assists in mini Classification Studies and HR Recruitments
- has selection materials for some certificated positions
- now accepts non-educational public agencies as customers
- is developing new performance exams for Admin. Assistant and Warehouse Worker

## Call for Brilliant People like You!

CODESP is always looking for **input and advice** from our customers. As a **consortium**, we rely on your expertise and experience to guide our offices. You can think of the CODESP offices as a relay for information, innovation, and services. Although we have evolved to produce new materials and resources, we would like to take a moment to call on you.

We are constantly searching for **new speakers and materials** to present to our customer base. CODESP has a strong history of resource sharing; it is what has allowed us to keep operational with such small margins. And we want to certainly continue this tradition.

**So we are looking for you!**

- Do you have a new idea?
- Do you have an innovative HR process or procedure?
- Do you have a new testing method?
- Do you have a new management/human relations/union relations strategy?
- Do you know someone who has one of the above but is too humble to tell us?

Well we want to share it with the rest of our customers, and we will be happy to help you put together a presentation that can be shared through webinar or on-site seminar. Help us help you...we want to share your innovative knowledge with the world.

Call 714-374-8644 or Email [tests@codesp.com](mailto:tests@codesp.com)



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## Developing Job Descriptions CSPCA & CODESP Joint Webinar Training

### Training Outline

- Brief Review of Job Analysis
- Point & Purpose of a Job Description
- Job Description Elements
- CODESP Job Description Tools
- Job Description Building Demo

*Learn how to balance practicality with science*

This webinar is offered to members/subscribers of CODESP as well as all Merit System School Districts. Visit our website or contact us for information on how to join or subscribe

[www.codesp.com](http://www.codesp.com)

**June 7th or 22nd 10:00 a.m. -11:15 a.m. PDT**

## Join or Subscribe to Services

Does your public agency need any of these?

Visit <http://www.codesp.com> & click *Join CODESP*

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

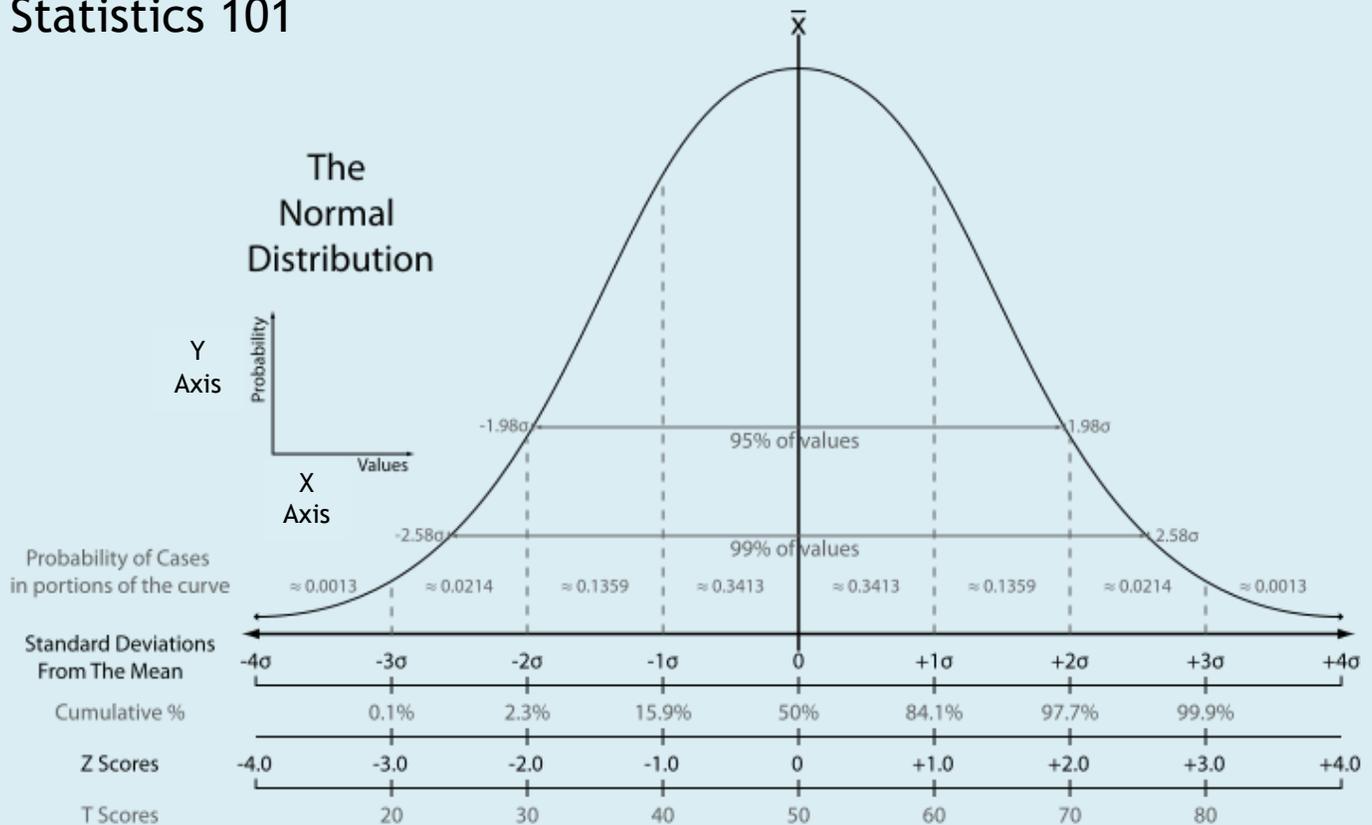
**Join CODESP**

Public educational agencies are eligible for consortium membership. All other public agencies, afterschool programs and other non-profits can subscribe to CODESP. Visit our website and click on Products in the toolbar at the top of the page to learn how we can make your HR processes more efficient through our **low-cost** services. Invoices and other registration materials are found under "Join CODESP". **2011 fees = \$1,850/year\*\***

\*Extra services beyond those provided in membership/subscribership are available by separate contract.

\*\*Online testing may require additional fees. Contact us for a demonstration or more information.

## Statistics 101



In case it has been a while since your last statistics class, or you just need a quick refresher, CODESP would like to take you through some basics of test statistics.

The graph above represents a normal distribution of test scores. The Y axis represents the probability (number) of test takers at a particular score, while the X axis represents a test score. As you can see, the majority of test takers will theoretically score near the 50th percentile with 95% of test takers scoring within 1.98 standard deviations ( $1.98\sigma$ ) of the mean. The X axis displays each unit increase in standard deviation  $\sigma$ . Remember that the standard deviation is essentially the average distance scores land from the mean. Thus, test takers can be ranked based on how far they deviate from the average score with Z scores. For example, a z-score of 3 represents a test score 3 standard deviations above the mean, which is higher than 99.9% of other test takers.

Remember that many times your employment selection tests may not reflect this normal distribution, as this distribution is based in pure theory given that we have tested an entire population. Remember when interpreting your own statistics, you are basing your interpretations on a sample of that entire population. And if it is not a perfect representative sample, your distributions will not perfectly reflect this normal distribution. Your test score distributions should give you some insight into the validity and reliability of your testing materials. For more help on statistical interpretations contact CODESP.

## Training - Other Organizations

### Job Analysis Training

**IPAC & CPS Training Partnership**

**Coming to Pasadena June 8th**

**8:30 a.m. - 4:30 p.m.**

Presenter: Mike Willihnganz

Learn more and register by copying this link to your browser...

[http://inter.viewcentral.com/events/cust/cust\\_tracks.aspx?company\\_login\\_id=cps&pid=1&track\\_id=5](http://inter.viewcentral.com/events/cust/cust_tracks.aspx?company_login_id=cps&pid=1&track_id=5)

<http://www.cps.ca.gov/>

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

### Job Analysis Training

**Santa Clara County Office of Education**

1290 Ridder, San Jose, CA 95131

Gilroy Conference Room

Monday and Tuesday - June 20 and June 21, 2011 - 8:30 a.m. - 4:30 p.m.

Register by contacting [richjung@ebmud.com](mailto:richjung@ebmud.com)

[www.wripac.org](http://www.wripac.org)



### IPAC 2011 Conference

**International Personnel Assessment Council**

*Washington DC*

**Pre-conference Workshops: Sunday, July 17, 2011**

**Concurrent Sessions: Monday, July 18 – Wednesday, July 20, 2011**

[www.ipacweb.org](http://www.ipacweb.org)

IPAC Conference Promotional Video:

<http://my.brainshark.com/IPAC-Conference-138938889>