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2011 Issue

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## Resurrecting Job Analysis

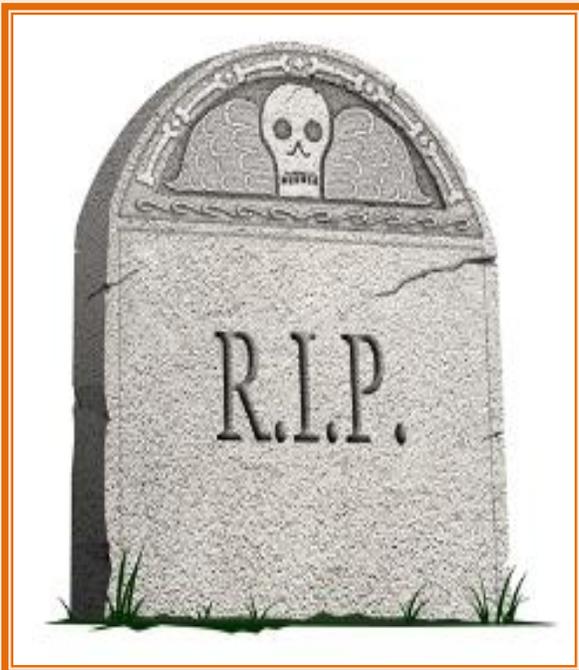
*Is job analysis dead? Who killed it? More importantly, how do we bring it back to life?*

This Halloween season, as we hang up pictures of ghosts, witches, and monsters, we might want to put an RIP gravestone up for our HR friend "Job Analysis". It seems that when we begin a conversation in the field of Personnel Selection or Assessment, it often starts with the idea of job analysis. However, quickly the conversation takes a turn against job analysis. Job analysis has seemingly become a bad word in the personnel department. It takes entirely too much staff time, money and energy. If the department spends time on a job analysis project, other important tasks and deadlines are neglected. If the department hires an outside agency to do the job analysis, administrators are upset by the associated fees. It seems as though personnel departments will just have to move forward without it. Is that possible or sensible?

It is very possible, but it is certainly not very sensible. A job analysis is the cornerstone of all HR processes. Well-written, detailed, and uniform job descriptions allow an agency to develop selection tools, reward systems, trainings, and performance appraisals. Thus, we must find ways to make sure that some form of job analysis can take place. Without going through a full-blown job analysis process, here are some tips and tools to make gathering this vital information a less burdensome and expensive task.

### Tips

1. **Make friends** with the different departments at your leisure. Incumbents will be more willing to update you from time to time on department changes, issues, and current happenings - all things that can become useful data.
2. **Welcome "complaints."** When incumbents come to you with seemingly unnecessary complaints, write them down. This is data about the job.
3. **Survey in bits** and pieces. Give job analysis surveys in parts (1 page at a time). Do not overwhelm yourself and your departments with large surveys.
4. Review current job descriptions. Have incumbents cross out outdated tasks/KSAs and write in new ones. **Empower them** to make a difference.
5. Do not inform people you are doing a job analysis - it has become a dirty word. Just be friendly and eager to learn what people do at their job.
6. Use CODESP's online Job Description builder!



## Using the Website

Have you recently logged in and used the CODESP website? Here are some helpful hints for making the most of our site.

After login, the drop-down menu becomes available and has the following features.

[Home](#)[About](#)[Join CODESP](#)[Resources](#)[Test Materials](#)[Tutorials](#)[Training](#)[Links](#)[Contact](#)

### Join CODESP

This section will provide new and renewing customers with information on our registration process. It also is where you can download [invoices](#), [security agreements](#), [service agreements](#), and/or [intents to rejoin or resubscribe](#). Just click on the type of agency to which you belong.

### Resources

This section provides a variety of information about CODESP and general human resources procedures. It also contains old [webinar presentations](#) for download, as well as information on registering for and attending our webinars. Use Resources to access information on [NCLB requirements](#) as well as study guides for the Instructional Aide Test.

### Test Materials

This section provides a large bank of readily downloadable selection tools. It houses our [Interview](#), [Performance Test](#), [Writing Test](#), [T&E](#), and [In-Basket Test](#) banks. Each bank is organized by Job Family and generic Job Title. All are posted in Word format, so you may customize and save materials at your convenience. This area also houses our pre-assembled tests for some common jobs.

### Tutorials

This section of the website will answer all of your questions about using the website, requesting and adjusting testing materials, and using CODESP's services. It also contains [troubleshooting information](#) and [tutorials](#) for our [Online Testing System](#). Of course, if you still need assistance, always feel free to call or email us.

### Links

This section has it all! There are links for everything you can think of in the field of selection. Some of the more popular areas are the [Webinar Archive](#), which includes video/audio recordings of our recently hosted webinar trainings; [Test Taking Practice-Web Links Tests/Interviews](#), which contains links to study guides and job test prep tools; and [Job Descriptions-Other Agencies](#), which contains links to job descriptions on a variety of different agency websites.

## PTC-SC Annual Conference

Embracing New Challenges and Solutions in Personnel Assessment

Training Presentations at Almansor Court, Alhambra, CA  
Friday, November 4<sup>th</sup> from 8:00 AM - 5:00 PM

- Eclectic, practical, and progressive programs
- Complimentary breakfast, lunch, and snacks
- Student scholarship presentation
- Frequent networking opportunities
- Post-conference social event, including appetizers, soft drinks, and door prizes

### Fee Structure

Student Member \$69

Student Non-Member \$79

Member \$99

Non-Member \$119

Details of the schedule are at <http://ptc-sc.org/>

*For more information, please contact*

Joan Stiegelmar, PTC-SC VP Conferences

[jstiegelmar@hlpusd.k12.ca.us](mailto:jstiegelmar@hlpusd.k12.ca.us)



## CSPCA & CODESP Joint Webinar Training

### Violence in the Workplace

Webinar presented by Joseph Sanchez, Best, Best Krieger LLP



### Training Summary

Employers must take a proactive approach to workplace violence, a serious problem that plagues all types of public agencies and businesses. Joseph Sanchez, partner in the Labor & Employment practice group of Best, Best & Krieger LLP of San Diego, will present guidance on the warning signs of workplace violence and how to respond should such workplace violence occur. The training will also provide pointers on conducting workplace violence investigations and how to obtain workplace restraining orders in response to threats of violence.

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.

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

**October 19th 10:00 AM - 11:15 AM PDT**

20422 Beach Blvd. Suite 310, Huntington Beach, CA 92648 Phone: 714-374-8644 Fax: 714-374-8225

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

## Statistics 101

### “r and r<sup>2</sup>”

#### Correlation Coefficients

When examining statistical or academic studies, we find the notations “r” and “r<sup>2</sup>”. These notations are extremely common, but often misunderstood. “r” refers to a correlation between variables. This correlation coefficient measures the extent that one variable changes in relation to another variable. Correlation coefficient “r” ranges from -1.0 to 1.0. Variables with absolutely no measurable relationship would have a correlation coefficient of  $r = 0$ . Variables with a perfect negative relationship would have a correlation coefficient of  $r = -1.0$ , meaning as one variable increases in value, the other decreases. One example of a relationship with negatively correlated variables is geographical elevation and air density: as elevation goes up, air density goes down. Variables with a perfect positive relationship would have a correlation coefficient of  $r = 1.0$ , meaning as one variable increases or decreases in value, the other increases or decreases respectively. An example of a relationship with positively correlated variables is rainfall and vegetation: as rainfall increases, vegetation grows more abundantly.

#### Percent of Variance

In the field of selection, we often see correlation coefficients associated with selection measures and some type of performance measure. In such a case, we aim for positive and high correlation coefficients (in our industry, .30 to .50 is often considered a high correlation). Often though, these numbers are confused with “r<sup>2</sup>” values. An “r<sup>2</sup>” is simply the correlation coefficient squared. By squaring the coefficient, we get “variance explained”. For example, if a selection measure has a correlation of  $r = .50$  with a performance measure, the r<sup>2</sup> value would be .25. In other words, 25% percent of the variance in performance measure scores can be explained by the selection measure. In the field of selection, explaining 25% of the variance in performance with a selection tool is very positive. But there is still 75% of the variance in performance that is not being explained. How do we find this?

#### Incremental Validity

There are a few different methods that can be used to explain more variance. The first thing to consider is adding more selection tools (say, a written test, a performance test, and an interview). Now, rather than one selection tool, we may decide to use three different tools. Although each may explain 25%, 15%, and 20% respectively of the variance in performance, we may not actually be explaining 60% (25+15+20) of the variance in performance. Why not?

The reason lies in the idea of “incremental validity”. Without going into the statistical processes, incremental validity refers to unique variance explained by adding a selection tool. For example, if we start with a written test which explains 25% of the variance in performance, and then add the performance test, which explains 15% of the variance in performance, we may not be explaining 15% more “unique” variance. It could be that 10% of the variance explained by the performance test was also captured in the written test. This would mean that the performance test only explained an additional 5% of the variance in performance after accounting for variance explained by the written test. Thus, each additional selection tool we add to our test battery may or may not add unique incremental validity. Therefore, it is important to consider the cost-benefit ratio of adding steps in the selection process.

## Training Opportunities & Job Openings

### NC-CSPCA Conference

#### "Moving Ahead With Merit"

The 2011 SPCA / NC conference provides an opportunity to learn about the most current HR issues and to network with your merit system colleagues.

W-Hotel – Silicon Valley  
8200 Gateway Boulevard  
Newark, CA

10/21/11 – 10/22/11

(Conference begins on Friday afternoon and ends on Saturday afternoon)

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

### Employee Engagement Keys to a Culture of Excellence

Currently you have three types of employees in your organization. They are the engaged (100% committed to the role), the disengaged (doing just enough to get by), and the actively disengaged (who seek to destroy what's working) - often referred to in organizations as High-Middle-Low performers. This webinar is designed to make you think about employees' current level of engagement and inspire them to maximize their potential impact on the lives of people they serve.

**Presented by Michael Daggs of Tutt & Daggs**

**Free for Members/Subscribers of CODESP**

**November 17, 2011 | 10:00 AM to 11:15 AM PDT**

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

**QUALIFIED CANDIDATES ARE INVITED TO APPLY FOR THE POSITION OF**

**DIRECTOR, CLASSIFIED HUMAN RESOURCES**

**OXNARD ELEMENTARY SCHOOL DISTRICT**

**SALARY: \$91,538 - \$108,753**

The recruitment is being conducted through the Classified Human Resources department of the Ventura Unified School District. Application materials are available at:

<http://www.oxnardsd.org/Jobs/ClassifiedJobOpenings.aspx>

**Closing date: October 28, 2011**

# Our Low Annual Fee Includes

## Our Products:

**Multiple Choice Test Item Bank**  
**Interview Bank**  
**Supplemental Applications**  
**Performance Examinations**  
**Writing Exercises**  
**Job Description Builder**  
**Job Analysis Questionnaires**

## Our Services:

**Test Scoring**  
**Item Analysis**  
**Online Testing**  
**Job Analysis**  
**Recruitment**  
**Classification**  
**On-Site/Webinar Training**

**Most services - \$1,850/year\***

\* low additional fee for online testing for non-educational agencies.

## Interview Bank

Our interview bank contains over 900 preassembled interviews. Sample rating scales and guides are included.

## Job Description Builder

Online system allows for import of job analysis data or use of the existing data to produce job descriptions. Checklists provide customers with pre-populated options for task statements and minimum qualifications.

## Networking

As a CODESP customer, you will have the opportunity to network with other professionals in your industry and your area.

# CODESP

Cooperative Organization for the Development of Employee Selection Procedures

## Online Testing

Proctored online testing is available in the "cloud." Users can create, administer, and score multiple choice tests, and receive item analysis, all online. Online testing is available for an affordable additional yearly fee for non-educational agencies, determined by the size of the organization. No per-test or per-candidate fees!

## Training

CODESP provides FREE on-site and webinar training in various human resource subject areas such as interviews, job analysis, supplemental applications, job description development, exam planning, legal updates, interpreting test results and classification.

## Job Analysis Questionnaires

Available online in an easy-to-complete, flexible and comprehensive format for collection of job information.

Job-related knowledge, skills, abilities and competencies required to perform the job are captured and linked to the tasks performed.

Working conditions, physical and mental requirements are collected to assist in ADA/return-to-work issues.

## Customers

CODESP provides employment test products and related services to public agencies, including school districts, colleges, charter schools, afterschool programs, cities, counties, sanitary districts, water districts, and other special public districts.

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