



## simplifying human resources

Regardless of your public agency's size, type or geographical location, CODESP has the ideal web-based talent assessment tools to fit your needs. Improve candidate quality, hire more efficiently, cut costs, and boost employee performance.

Public Agency? Missed joining in July? No worries! Your agency can join through June 30, 2012 for half-price, just \$925.00.

Visit [www.codesp.com](http://www.codesp.com) & from the toolbar click "Join CODESP" for details. Read more about our services by clicking "About" and then "Frequently Asked Questions", or contact us for a demonstration.

**Join CODESP Mid-Year**

**February 2012**

### In this issue:

Page

1. Consortium Advantages
2. The Value of Training
3. Webinars & Training
4. Job Opening / CATS Requests
5. SMEs / Testing Materials
- 5-6. Test Materials - How to Choose & Use Them
7. Eliana Ceja at SIOP
- 8-9. Conferences
10. Products & Services

## Consortium Advantages

As a consortium, CODESP has its advantages beyond just low fees for products and services. So what are the advantages of belonging or subscribing to a consortium? CODESP provides:

- An item bank of multiple-choice test questions developed with the assistance and feedback of consortium customers.
- Opportunities to share subject matter experts to review test materials.
- Newsletters containing information such as job postings, training opportunities and HR "hot topics".
- Free HR-related training through live presentations and webinars. Simplified job analysis and job description development through a shared database containing public agency KSAs & a competency dictionary. Access to sample test materials such as interviews, supplemental applications, writing exercises, in-baskets and performance tests.
- Online access to HR related resources and links to keep customers current on emerging issues.
- Networking opportunities with other CODESP customers.

*"Alone, we can do so little; together, we can do so much."*

*Helen Keller*

# The Value of Training

No matter how successful your agency is in recruiting and selecting the most qualified workers, they will require occasional on-the-job training to remain vital to your organization. Periodic training sessions through workshops, webinars, or videos help employees keep pace with changes in technology, regulations, policies, etc. Training is the key to adapting to our ever-changing work environment and workload. Keeping employees up-to-date on compliance training can also alleviate costly litigation.

If employees are our greatest asset, we must invest in them through staff development. Training makes employees feel positive about themselves and their role in the workplace. It is a morale booster and promotes teamwork, fosters communication, and can assist in change management.

Training costs money by requiring extra space for instructions, purchasing special software or hiring outside companies or speakers. During times when budget-cuts are prevalent, training is often considered expendable. Because the return on investment is sometimes unclear with training, it is hard to justify spending money up front, but cutting what makes the organization viable is not efficient. The cost of training is not the only reason it is being eliminated or scaled back; it is also due to lack of time. As staff sizes are reduced, employees are doing more than ever, so finding time to watch a training video or go to a seminar is extremely difficult.

Despite the cost, cutting back on training is economically inefficient, and it will keep your employees from performing at their highest capability. It will also make your organization vulnerable to legal actions, and encourage qualified workers to leave for an environment that promotes their growth. Trained employees tend to be happier, more efficient, more productive and better equipped to do their jobs.

CODESP can help your organization continue to provide human resource training without straining your budget or requiring a large time commitment. CODESP schedules monthly one-hour webinars listed under **Training** on our website. Some are for customers only, while others are open to all participants. We also store webinars on the secure area of our website for customer on-demand training. Check out **Links / Webinar Archives** at [www.codesp.com](http://www.codesp.com). Personnel Commissioners can view archived webinars in the members-only area at [www.meritsystem.org](http://www.meritsystem.org) with their log-in name and password.

CODESP also participates in live training opportunities such as appearances at conferences and special site meetings. CODESP will be presenting at the NCCIPMA on March 21, in Dublin, CA, and at the Placer County Water Agency in Auburn, CA on March 23. The Auburn meeting is open to all public agencies. Register on the CODESP website under **Training**.

CODESP provides all these trainings free of cost to customers. Consider the average cost of a webinar to be around \$200 / trainee (not including the recording): if an average of only five of your agency's employees attend a CODESP webinar once a month for the entire year, the dollar value to your organization is \$12,000!

# CODESP Webinars & Presentations

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

### [Structured Interviews: the Process of Building and Conducting Valid and Legal Interviews - Co-sponsored by CSPCA](#)

**Summary:** Join CODESP's Selection Analysts to discuss:

- Developing interview questions, probes, and follow-ups.
- What types of questions can be asked and what topics should be avoided.
- Developing a rating guide. Linking questions to your job analysis and/or job descriptions.
- Selecting a panel and training them on valid and legal interviewing techniques and rating processes.

**Location:** Webinar at your workstation

**Date & Time:** 2/28/2012 - 10:00 - 11:15 AM PDT

### [Change Leadership: Ramping up Your Ability to Cultivate Change in Your Life & Organization - Co-sponsored by CSPCA](#)

**Summary:** With the landscape of today's economy and the shift in the workforce, your ability to lead change is not a luxury, it's a demand! What benefits could you and your organization gain by being a more effective leader of change? In this webinar led by Lisa Grech, we'll learn about what change leadership is and gain tools for increasing our own change leadership. Through examining our deep commitments and the sometimes-elusive internal resistance to change, we'll offer a way to mobilize change within ourselves and ultimately in our organizations.

**Location:** Webinar at your workstation

**Date & Time:** 3/29/2012 - 10:00 - 11:00 AM. PDT

### [Labor Relations & Bargaining - Co-sponsored by CSPCA](#)

**Summary:** Rex Randall Erickson, attorney for Zampi, Determan & Erickson LLP, will examine the process of putting together initial proposals, regaining management rights, negotiation strategies, union negotiations and concerns regarding polarizing issues, and working with board members and administrators during difficult negotiations.

**Location:** Webinar at your workstation

**Date & Time:** 4/24/2012 - 10:00 to 11:15 AM PDT

### [Avoiding Salary Survey Nightmares - Co-sponsored by CSPCA](#)

**Summary:** Avoiding Salary Survey Nightmares (Everything you need to consider when planning and conducting a salary survey). Peter Rogosin, President of Publicpersonnel.com, will discuss how to effectively develop a salary survey and collect the data.

**Location:** Webinar at your workstation

**Date & Time:** 5/15/2012 - 10:00 - 11:15 AM PDT

### [Linking Job Analysis Data to Job Descriptions - Co-sponsored by CSPCA](#)

**Summary:** Presentation by Eliana Ceja. Job Analysis is an essential tool to build HR tools. The information gathered through desk-audits, observations interviews and/or questionnaires is vital to building accurate job-related job descriptions. Participants will learn how to easily link gathered information to the job description.

**Location:** Webinar at your workstation

**Date & Time:** 6/26/2012 - 10:00 - 11:15 AM PDT

## Training - Off Site (Register at [www.codesp.com](http://www.codesp.com))

### [Web-Based HR Products & Services Overview/Demonstration - Auburn, CA](#)

**Summary:** Learn how hundreds of other public agencies have improved their selection process and job candidate quality by implementing CODESP's products and services, with Executive Director, Marianne Tonjes.

**Location:** Placer County Water Agency

**Address:** 144 Ferguson Road, Auburn, CA

**Date & Time:** 3/23/2012 - 10:00 AM - 12 noon PDT

# Job Opening

## ASSOCIATE PERSONNEL ANALYST

Torrance Unified School District - PERSONNEL COMMISSION

2335 Plaza del Amo, Torrance, California 90509

Phone (310) 972-6343 | Fax (310) 972-6345 | Website: <http://tusd.org>

*District application and supplemental questions must be submitted to the Personnel Commission. Resumés will NOT be accepted in lieu of an application. The complete job description, application, and supplemental questions may be found at <http://tusd.org>.*

|                        |               |               |               |               |               |
|------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>MONTHLY SALARY:</b> | <b>STEP 1</b> | <b>STEP 2</b> | <b>STEP 3</b> | <b>STEP 4</b> | <b>STEP 5</b> |
|                        | \$4513        | \$4742        | \$4974        | \$5225        | \$5491        |

*Filing Deadline: Open Until Filled*

## CODESP Test Material Requests Requirements for Customers

To process your test material requests more effectively and efficiently, CODESP requires:

- **At least 10 working days to complete CATS Requests.** Although we try our best to deliver your test materials sooner, it is not guaranteed. During busy times, when the request is unusual, or near holidays, it is difficult to complete requests in less time. New item development does require more time and subject matter expert availability.
- **Checking your email and voice mail frequently and responding to CODESP staff as soon as possible,** as we may require additional information to complete the request. Not responding to our requests for additional information will delay your materials.
- **Detailed information regarding the minimum requirements PRIOR to beginning the request process.** Some job descriptions do not include everything we need to select test materials for your agency. Add comments such as software program proficiency and version required; e.g., “Word - 2010, Excel 2007” or “First Aid questions not necessary”.
- **Customer review to ensure test materials provided are job-related for use by your agency.** CODESP reviews the minimum qualifications provided in the CATS Request to determine which test materials to send the agency for review. We will send you more materials than are needed to provide your agency with a choice. If you don’t get what you need, let us know or use the Send Back option for multiple choice items. It is the responsibility of the agency to use local Subject Matter Experts to review the materials to ensure job-relatedness of those chosen to be part of the selection process.

The final selection of test materials is the customer’s responsibility.

**Input and Feedback on our Test Materials is Essential**

**Thank you for your continued support and cooperation**

## Request for Subject Matter Experts

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. 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.

As personnel testing professionals, we understand that while we are knowledgeable and skilled in developing the materials and processes for personnel testing, we are not subject matter experts in all the different fields for which we create tests. Our subject areas range from entry level to highly technical. It is difficult for us to stay up-to-date and knowledgeable in all of these fields especially in the areas that change frequently like IT, Media or Software. As these fields and technologies change, our testing materials need to reflect these changes. This requires Subject Matter Experts (SME) review.

To keep our test materials current and relevant we need your assistance. It is our vision to create lists of volunteer SMEs available based on subject area. We can then set up meetings with these SMEs to review existing materials and create new ones. We understand that time and extra staff are resources that that few of us have, so we would arrange to come to you and your SMEs (or communicate through phone or email).

With our customer's assistance, we hope to increase the frequency of our test material review, but this requires volunteer SME's. If your SMEs will provide a continual and scheduled item review system and share the information with us we will all benefit greatly. We appreciate your support in providing us with SME's as we work together to develop new materials, and we look forward to talking to you about it more. **Please contact us if you have a SME available in any subject area related to public agencies.**

### Testing Materials - How to Choose Them, How to Use Them

Most CODESP members and subscribers request two main types of selection tools: multiple choice tests and interviews. But what are these tools best suited for, and how are the other tools available from CODESP best used in selection?

**Supplemental Application Forms**, also known as T&Es (Training and Experience ratings), are effective for pre-screening minimum qualifications, and can help reduce large applicant pools. SAFs are best used when a recruitment is first posted. Applicants who don't complete an SAF as directed by a job posting can be eliminated immediately. "Willingness"-type SAFs help with entry level job classes by providing a realistic job preview: a description of difficult or distasteful job duties can help candidates realize they do not want the job. They are easiest to review and assess in a checklist format for most jobs, but for professional positions requiring writing ability and a more in-depth look at qualifications, a narrative format can be used. CODESP staff use the required knowledges, skills and abilities in job descriptions to tailor Sample SAFs to specific positions.

**Multiple Choice Test Items** are the selection tool most often requested from CODESP. They are most effective at assessing factual knowledge. They are *ineffective* at measuring "soft"

skills such as interpersonal relations, or whenever there cannot be one and only one correct answer to a question. These questions require Subject Matter Expert assistance to develop and, periodically, review for accuracy and currency. MC test items are not recommended for management (and some supervisory) level positions, where it is more important to assess higher skills such as leadership, innovation and initiative than bodies of factual knowledge.

**Interviews** are the most common selection tool, used by every organization for every kind of job. Structured interviews based on job analysis data and rated on an objective behaviorally-anchored rating scale have excellent validity. There are many types of interview questions, but those that ask what a candidate has done in the past to carry out a task, accomplish a goal, or solve a problem linked to the minimum qualifications for the job usually provide the most useful information for selection. Giving candidates some time to think about and take notes on situational questions before they respond to a panel also works well to assess “soft” and higher-level skills. As with SAFs, CODESP staff base Sample Interview Questions on the required knowledges, skills and abilities or competencies in job descriptions, but HR users must select, edit and create ratings for interview questions by working with SMEs and job analysis data to develop good structured interviews from the samples. Sample interview rating forms and formats are available to customers after login. **NOTE: CODESP’s webinar on February 28, 2012 presents why and how to create and use structured interviews - register on the CODESP website!**

**Writing** exams may be given at the same time as a multiple choice exam or prior to an interview. They should *only* be given when writing is a *major* duty of a position. The difficulty of the exam must match the task difficulty, which may range from simply selecting and collating applicable information into a brief memo or form letter, to composing an original report or letter from a combination of supplied writing prompts and personal knowledge. Users must develop a scoring rubric for writing exams that is related to the writing skills required in the minimum qualifications. Sample rubrics are available.

**Performance** exams, given at the same time as a multiple choice exam or prior to an interview, are useful for assessing complex skills and abilities that may be too time consuming or difficult to adequately test with MC test items. They let candidates *show* abilities instead of *telling* about them. Effective for testing physical skills from typing and data entry to custodial work and mechanical maintenance. Many physical performance tests can be made into virtual exams by supplying candidates with job related prompts (such as tools, hardware, or broken mechanical items) and asking them to tell raters how they *would* carry out a specific job task. This method reduces the cost and potential liability hazards of a physical performance test.

**In-Basket** exams, given at the same time as a multiple choice exam or prior to an interview, are most effective for assessing skills in *decision-making*, *prioritizing* and *choosing the best course of action*. Where work flow is first-come, first-served, or where someone other than the job incumbent sets work priorities, an in-basket adds nothing to the assessment; consider a performance exam instead to assess complex skills. SME involvement is crucial to in-basket development to select the tasks that will best assess candidates’ decision making skills in a job related way. SMEs or other agency staff will also need to supply job related scenarios and materials for in-baskets, and to help develop rating scales by identifying the work behavior desired in response to the in-basket problems.

Want to know more? CODESP staff are currently developing a new webinar on **Testing Materials - How to Choose Them, How to Use Them**. Watch the CODESP website for the date and time.

## Conferences

### CODESP's Eliana Ceja to Present at SIOP\* in San Diego

**Title:** Economic Challenges in Academia: Employee Reactions to Furloughs

**Session Length:** 80 Minute Session

**Date & Time:** 4/27/2012 at 1:30 PM

**Location:** Edward AB

**Type of Submission:** Symposium/Forum

**Abstract:** We examined effects of mandated furloughs (pay cuts) on public sector employees. This symposium provides insights into employees' attitudes toward the organization and its leadership, psychological reactions to furloughs, individual adaptability, and resiliency. No empirical research exists that evaluates employees' reactions to austerity measures in the form of furloughs.

#### Participants and Session Info

Kathie L. Pelletier, California State University, San Bernardino, Chair

Heidi R. Riggio, California State University, Los Angeles, Discussant

#### Student Papers, in order of appearance and authorship:

**Justice through the Lens of Furloughs: Process Matters:** Janet L. Kottke, California State University-San Bernardino, Kathie L. Pelletier, California State University, San Bernardino, Ernesto M. Reza, California State University, San Bernardino

**Psychological and Occupational Effects of Mandatory Furloughs on Faculty:** Michael Baird, UCI / CHOC Neurodevelopmental Center, Kathie L. Pelletier, California State University, San Bernardino, Janet L. Kottke, California State University-San Bernardino

**The Ties that Bind: Organizational Membership During a Financial Crisis:** Kathie L. Pelletier, California State University, San Bernardino, Janet L. Kottke, California State University-San Bernardino, Ernesto M. Reza, California State University, San Bernardino

**Employee Resilience Following Reductions in Compensation:** Eliana Ceja, CODESP, Mark D. Agars, California State University-San Bernardino

#### Reviewer Comments

Since the studies done are from California state institutions, there are questions of external validity that may or may not impact interest. However, this is a timely topic that (unfortunately) can be easily extended to other institutions in other states and deserves attention. Maybe have percentages (other data) associated with the qualitative analyses in the Baird study? Qualitative analyses with 2,421 participations is ambitious - nice addition to the symposium.

The focus of this symposium is highly relevant, given the current state of fiscal resources in academia. The presenters are entering uncharted territory in terms of empirical research on furloughs in academia, and these types of investigations are needed. Additionally, both quantitative and qualitative studies are presented, and a broad range of employee attitudes (e.g., justice, psychological contract breach, and employee resilience) are addressed.

\*Society for Industrial Organizational Psychology [www.siop.org](http://www.siop.org)

# Conferences

**Manchester Grand Hyatt, San Diego, CA**  
**April 26-28, 2012**



<http://www.siof.org/conferences/>



**Harrah's - Las Vegas**  
**\$74 Deluxe Rooms**

**Program offerings:**

- Foundational
- Strategic
- Experimental
- Expanded Tutorial

***International Personnel  
 Assessment Council  
 Annual Conference***  
**July 22 - 25, 2012**

**Keynote speakers:**

- David Campbell
- Wayne Cascio
- Scott Highhouse
- Kevin Murphy
- Rob Ployhart

The conference will open on Sunday, July 22<sup>nd</sup> with a variety of half-day and full-day workshops. The program offerings will feature separate session tracks on Monday through Wednesday designed to meet the needs of each conference attendee. Join us as we take Vegas by storm.....again!

The call for session proposals and online registration will be announced soon!



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



# wripac

*"Promoting excellence in  
personnel selection practices"*

**Join us in San Jose**

**Training May 9, 2012 & FREE Meeting May 10 - 11, 2012**

**| HOTEL**

**Radisson Plaza Hotel San Jose Airport**

[www.radisson.com/san-jose-hotel-ca-95112/san\\_jose](http://www.radisson.com/san-jose-hotel-ca-95112/san_jose)

1471 North Fourth Street, San Jose, California 95112

Make reservations by April 20th by calling 1-800-395-7046. Be sure to ask for the WRIPAC rate of \$121/night (plus tax and fees). Shuttle service is available to and from the airport and hotel.

**| TRAINING &**

**MEETING LOCATION**

**Santa Clara County**

**Office of Education**

1290 Ridder Park Drive, San Jose

A daily shuttle for 15 people is available from the hotel to the training and meeting location.

**| TRAININGS**

Choose one of the following two trainings available May 9, 2012

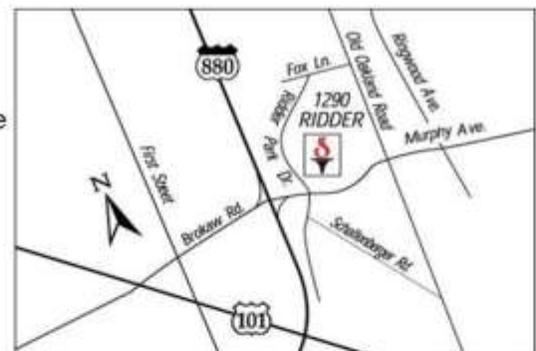
**Fee:** \$125 / members or \$150 / non-members **Time:** 8:30 - 4:30

**DEVELOPING AND ADMINISTERING STRUCTURED INTERVIEWS**

**Trainer:** Mike Willihnganz

**PASS POINT SETTING: ADDING VALUE TO WHO MAKES THE CUT**

**Trainer:** Shelley Langan



**REGISTER FOR THE MEETING AND  
TRAINING AT [WWW.WRIPAC.ORG](http://WWW.WRIPAC.ORG)**

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

**RESOURCES | CURRENT TRENDS | TRAINING | NETWORKING**



### Solutions

Regardless of your district's size, type or geographical location, CODESP has the ideal web-based talent assessment tools to fit your needs. Improve candidate quality, hire more efficiently, cut costs, and boost employee performance.

## simplifying human resources

### Our Products

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

### Our Services

- Online Employment Testing  
(Instant Scoring & Item Analysis)
- Web-based Custom Test Generation
- On-Site & Webinar HR Training

### Our Fees - \$1,850/year

Services such as re-classification, job analysis and HR recruitment are available by contract.



**No Per Candidate Fees**



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