



## 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.

### Top Contributor



This is a reminder that we will begin our Customer Contest July 1<sup>st</sup> and each month one CATS user will be selected as the "Contributing Customer".

Customers will be selected based upon the criteria listed in last month's newsletter, which can be found on the CODESP website. We look forward to your consortium contributions. CODESP will be tracking those most engaged users to highlight the most outstanding and contributing customers throughout the year. The winner will be highlighted in the newsletter each month!

### June 2012

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## 2012-13 CODESP Board

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*CODESP Board Members are elected to serve a 3-year term.*

## Test Validation

CODESP takes pride in supplying customers with face valid and content valid test materials. The term “face valid” refers to the degree to which the test materials resemble work that is done on the job. For instance, when testing a maintenance operation supervisor’s math ability, face valid items might include word problems dealing with the number of fence posts needed to section off an area of land. Although these items may have criterion validity in testing the same math ability for an administrative assistant position, such items dealing with fence posts would not be face valid for that position. CODESP’s goal is to send items to your agency that are face valid for both the type of agency and the job. Face validity does not make a test content, construct, or criterion valid (which are the legal requirements), but it does put the candidates at ease and makes the test appear more appropriate from their viewpoint.

The process of content validating items from CODESP is twofold. When submitting a request to CODESP, we ask for your job description, source materials, and SME contact information. This information is used to select items that are most appropriate to the position for which you will be testing. In response, CODESP will send a range of items that appear to be content valid for that position. The items sent are *not* a pre-packaged test. Test items from the larger packet of items sent must be selected by Subject Matter Experts (SMEs). SMEs include managers or job-knowledgeable experts in the department for which you are hiring. For example, when hiring a new IT Help Desk Technician, it may be appropriate to use the IT Analyst or IT Manager as the SME when selecting the final test items. This is the second step in content-validating your test, which must be completed locally. A good test should be both face valid and content valid to ensure positive candidate reactions as well as ensure that it meets the legal requirements under the Uniform Guidelines.

Criterion validation is a further step that can be taken in the test validation process, which involves correlating candidate test scores with job performance measures. A test with high criterion validity would predict that candidates with high test scores are likely to become strong job performers. This is a much more involved and difficult process that requires a structured job performance system and trained managers.

Always be clear about what needs to be measured, and for what purpose. Only select assessment tools that are job-related and valid, and only use them in the way they were designed to be used.

The next page describes the three common types of validation implemented in public sector employment testing. It does not consider construct validity, which along with content and criterion are considered the “trinity” of validity by most validity experts. Construct validity is more difficult to achieve and requires large amounts of data. Also, please be aware that validity is not synonymous with the lack of adverse impact. A test may be valid, yet still illegally discriminate against a protected class. It is quite possible to have a highly valid test that causes adverse impact. It is important to remember that validating a test is a very involved process that can become extremely complex if taken to the fullest extent. Keeping that in mind, please interpret the following figure knowing it is only a very basic visual representation of a much more complex idea.

$$r = \frac{\sum_{i=1}^n ((x_i - \bar{x})(y_i - \bar{y}))}{\sqrt{\sum_{i=1}^n (x_i - \bar{x})^2 \sum_{i=1}^n (y_i - \bar{y})^2}}$$

## Basic Test Validity

Black (top) = Face Valid

Red (right) = Content Valid

Green (left) = Criterion Valid

Gray areas indicate those rare instances where Content & Face Validity do not equate.

**Disclaimer:** This is a simplified representation of very basic test validity, and should not be used to legally defend any understanding of test validity. It should only be used to gain a basic understanding of test construction validity concepts. “Meets UG” here means Uniform Guidelines”.

Materials have *not* been checked by SME = does NOT meet UG, and poor selection tool.

Effective tool, meets UG: most employment tests are in this category. They simply have not been statistically tied to job performance.

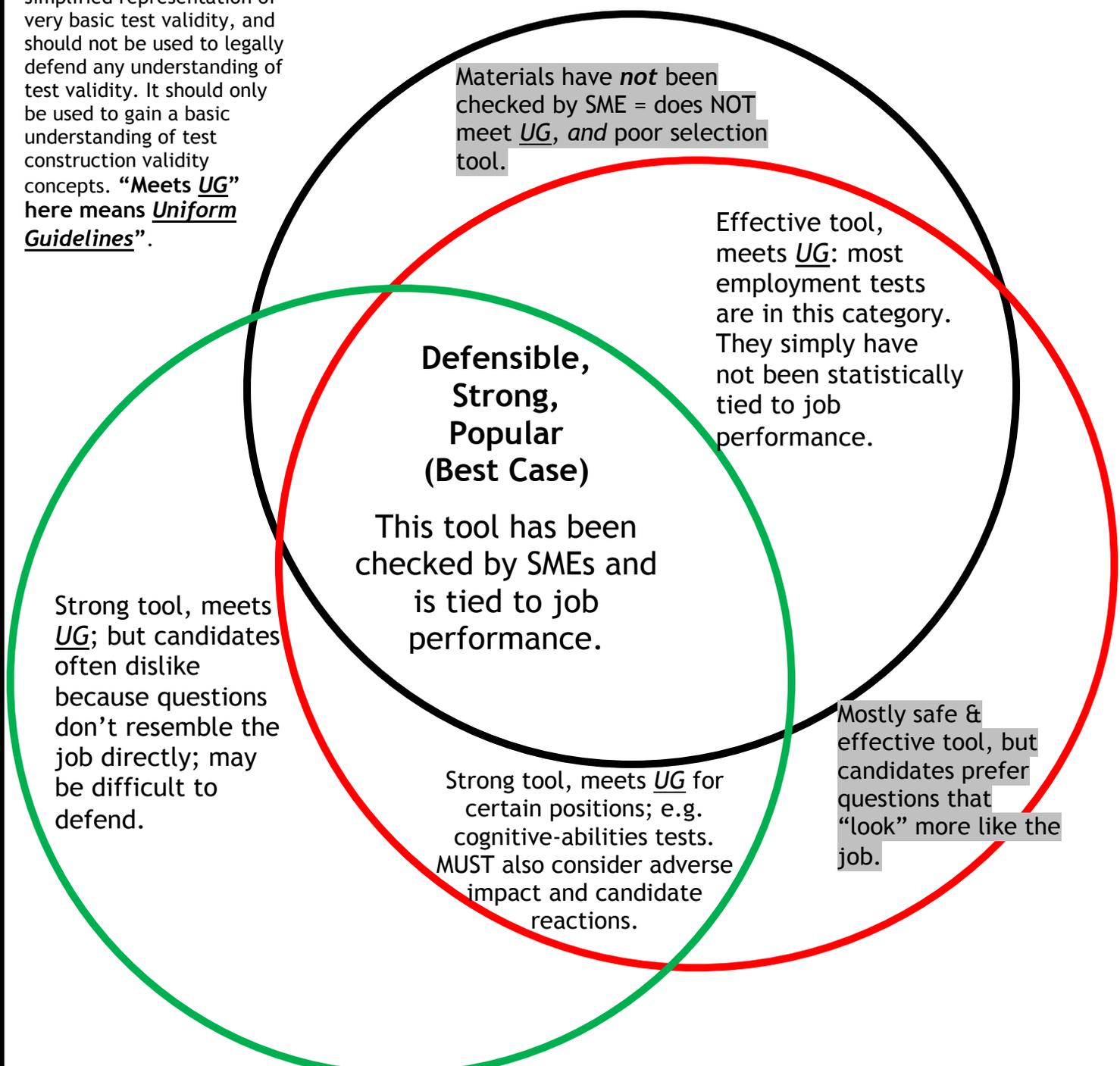
**Defensible,  
Strong,  
Popular  
(Best Case)**

This tool has been checked by SMEs and is tied to job performance.

Strong tool, meets UG; but candidates often dislike because questions don't resemble the job directly; may be difficult to defend.

Strong tool, meets UG for certain positions; e.g. cognitive-abilities tests. MUST also consider adverse impact and candidate reactions.

Mostly safe & effective tool, but candidates prefer questions that “look” more like the job.



# CODESP Webinars

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

## *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. OPEN to all Public Agencies.

**Location:** Webinar at your workstation

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

## *Labor Relations & Bargaining Part II* Co-sponsored by CSPCA

**Summary:** Rex Randall Erickson, attorney for Zampi, Determan & Erickson LLP, will follow-up on the April 24th webinar, which can be viewed under "Links" and "Webinar Archives" once logged in to the website. Part II will focus on sunshining the initial proposal as well as outlining and discussing the topics of impasse and management/employee relations.

**Location:** Webinar at your workstation

**Date & Time:** 8/14/2012 - 10:00 to 11:15 AM PDT



## Branding your Organization to Attract Top Talent that Fits

In the recruitment and selection process, our goal is to hire the most highly skilled or knowledgeable talent that has a personal fit with the mission and vision of the organization. The goal is for new hires to find lasting enjoyment in their work and promote the effectiveness of the organization. In this process, we must find a way to make our organization attractive to top talent. Often we concern ourselves with “weeding out” the large applicant pools to find the best applicant in that pool. But what if we have not yet attracted the best out there? What if all of the top IT talent is more attracted to Google or Facebook, for example? Are we then left with Google’s “rejects”? Narrowing a large candidate pool of poor talent is then wasting our valuable time and resources. So what are the most attractive organizations doing to attract the best of the best?



Jennifer Carsen’s article, “*Brand for Talent: Attract the Best*” on the website for the California Employer Daily outlines seven steps to effective talent identification.

### 1. Wake Up

First, we have to become aware that top talent often goes where it wants and is less likely to settle for the simple steady paycheck. Top talent searches for the following:

- a. Expectation of gaining skills, knowledge, and experience
- b. Career with goals, forward movement, and clear expectations for growth
- c. Engagement with the work itself and the organization’s mission
- d. Connection to the work processes and people/stakeholders
- e. Authenticity of organization’s mission and purpose

### 2. Look Ahead

Find out what the new trends are among the youngest generations. What do they like, what do they do, how do they communicate?

### 3. Create

Develop a marketing campaign much like Pepsi and Doritos do to market their products. Let people know who the organization is and what it stands for.

### 4. Segment

Carefully select the segment of the market you are going after; do not market to just anyone and everyone.

### 5. Implement

Develop a strategy, put a marketing team in place and ensure that action happens.

### 6. Sustain

Keep the brand alive in the organization. Do not market an idea only to have your new talent find out that it does not exist once they get there - No False Advertising!

### 7. Survive

The marketing battle is a constant one. Find out how social media can work for you and find a team that can keep your marketing on social media up-to-date. People will be talking about you whether you are involved or not - so be involved.

Top talent is always looking for the next bright opportunity. Help them find your organization.

# Conferences

w r i p a c

Two Day Job Analysis - San Francisco Aug 9-10

TIME: 8:30 a.m. to 4:30 p.m.

Contact Tina Pruett for registration and payment information:

City & County of San Francisco (415) 551-8930 [Tina.Pruett@sfgov.org](mailto:Tina.Pruett@sfgov.org)

Early registration (by July 27, 2012) is \$250/WRIPAC member and \$275/non-members. Late Registration (on or after July 28, 2012) is \$275/WRIPAC member and \$300/non-members.

## Talent Assessment

Harrah's  
Las Vegas

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

# IPAC CONFERENCE

22  
JULY  
25

### International Personnel Assessment Council

IPAC is the premier professional organization of HR innovators and talent assessment and acquisition practitioners who develop and deliver employment testing and measurement services. Join us in Las Vegas to enhance your skills in creating strategies and solutions that will help ensure the right people are hired, promoted and retained in your organization.

The conference opens on Sunday with a variety of half-day and full-day workshops, APA pre-certified. Keynote speakers include internationally recognized I/O Psychologists. The concurrent sessions Monday – Wednesday will be presented by skilled and experienced speakers in a variety of human resource topics including Assessment, Talent Management, Strategic HR, and Leadership Development. Session tracks include: foundational, applied, and innovative tutorial sessions. The pre-conference workshops and much of the conference program has been approved by the HR Certification Institute (HRCI).

### Conference Location

Harrah's Las Vegas will be offering \$74/night deluxe rooms and \$6/day Internet access. These rates are for Sunday, July 22 through Wednesday July 25 and are based upon hotel availability until Thursday, June 21.

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

## Ocean View School District

Huntington Beach, CA

### Personnel Analyst

Under general direction of the Director, Classified Personnel, performs job analyses and develops job related examinations; performs classification studies, job description reviews and compensation surveys; oversees all classified employee transactions; independently performs difficult technical tasks and duties to assist in the administration of a comprehensive and diversified Merit System personnel program for classified employees; assumes and performs related duties and responsibilities as necessary or required.

Education and Experience: Graduation from a recognized four-year college or university with a major in public administration, business management, industrial relations or related field is required. At least four years of personnel experience is required, preferably in a California Merit System School District.

**\$3,909 - \$4,763 (Monthly)**

**Application due by: June 22, 2012**

Click Here to Apply: <http://www.edjoin.org/viewPosting.aspx?postingID=428610>

## Del Norte County USD

Crescent City, CA

### Director of HR

Plans, directs, and coordinates a comprehensive human resources management program for certificated and classified employees.

Education and Experience: A Bachelor's degree from an accredited college or university with major course work in human resources management, behavioral science, business administration, public administration or a closely related field and 4 years of progressive experience in management of a human resources functional area. A Master's degree is desirable and may substitute for some experience. Possession of (school) Administrative Services Credential preferred.

**\$82,077 to \$103,459 (9 steps)**

**Application due by July 6, 2012**

**Human Resources Dept. at 301 W. Washington Blvd., Crescent City, CA 95531  
(707) 464-0242, EEO/AA Employer [www.delnorte.k12.ca.us](http://www.delnorte.k12.ca.us)**

Contact Person: Pamela Holloway

DNCUSD, Human Resources Office

464-0242 office 464-0222 fax [pholloway@delnorte.k12.ca.us](mailto:pholloway@delnorte.k12.ca.us)

## Rowland USD

Rowland Heights, CA

### Personnel Analyst

**\$5,272 - \$6,416 Application due by June 27, 2012**

**Apply at [www.rowlandschools.org](http://www.rowlandschools.org)**