



simplifying human resources

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October 2015

Page

- 1 CODESP Updates
- 2-3 Emerging Leaders
- 3-4 Leadership Skills & Early Promotion
- 5 CODESP Webinars
- 6 Other Org. Trainings/ Conferences

INTERVIEW BUILDER UPDATES

We update the Interview Builder regularly and have recently broken down and added questions in the following job families: **Accounting; Admin. Asst.; College; Community Services; Food Service; Grounds; Guidance; Health; Human Resources; Information Technology; Instructional Aide; Office; Purchasing; Special Ed-Autism.** Since July 1 we have added over 670 new interview questions in many of the existing job families.

Not all job families will have items in each job level, so if you don't see questions in one job level, take a look in another. Always use the interview locator at the end of the **Interview Builder tutorial.**

Upcoming enhancements will include a Select All button and the ability to add questions from different job levels. We hope that these enhancements will assist you in creating interviews.

WHAT EMERGING LEADERS NEED TO KNOW

In the book, *THREE: The Human Resources Emerging Executive* (Wiley, 2015), the author Ian Ziskin, discusses the integration of interdependent areas that are going to become increasingly vital for emerging HR executives.

First, he explained that HR leaders need to think about themselves—what they want to be known for as a leader and how well or poorly they are controlling their destiny by managing their own development. These self-management elements are a crucial foundation to enable HR people to be better leaders themselves, and to therefore bring out the best in others.

Second, the book explores what the very best emerging and experienced HR leaders know and do. The author wants readers to consider whether they are focusing on the right capabilities, competencies and content that will make the biggest difference to their effectiveness as an HR leader—now and in the future.

Third, it emphasizes and illustrates the importance of learning from others, which is essential to building a more externally savvy and multidisciplinary mindset and skill set.

Most HR executives put their energy into trying to make other leaders more effective. They view it as the ultimate unselfish act. In reality, while HR leaders might believe there is a noble unselfishness to this approach, it is a sure path to leadership mediocrity. The job of HR executives is to cause people and organizations to be more effective and to address reality with brutal optimism. They help others see challenges for what they really are so they can confront and resolve them. Despite the criticality of the HR executive's role in helping other people be better and more effective leaders, they give little thought to who they are and what they want to be known for. It is virtually impossible to invest in and build capable organizational leaders without first investing in and developing HR leaders. The very best HR leaders have a point of view about themselves—what they believe in, what they want to be known for.

The most important capability of HR people, in the author's mind, is to orchestrate multidisciplinary solutions to complex business challenges and to lead others to collaborate in making those solutions succeed. The model of a “development triangle” is all about developing HR leaders through a balancing act between three critical dimensions of development: what, who and when.

The “what” involves the areas of content knowledge and capabilities HR leaders need to be effective—what they need to know and do. The “who” includes a critically important and often underemphasized element of HR leader development—the people with whom HR leaders spend time, and how that distribution of people and time should change

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substantially as we move along in our HR careers. The “when” means that, in addition to paying attention to what we need to know and with whom we are spending our time, HR leaders need to know when they are experiencing critical developmental inflection points and how to take advantage of what they are learning, especially in the moment.

The author would like the book to prompt readers to reflect on the following:

- What they stand for and what they would like to be known for as a leader.
- What they should know about the organization, and the internal and external context in which they operate.
- What they need to know, do, ask, and answer as an HR leader.
- What their strengths and development needs are, what they can do to build on those strengths, and close any gaps so that they remain relevant in an ever-changing world.
- How they can help others grow and develop as HR colleagues.

LEADERSHIP SKILLS AND EARLY PROMOTION

With the large numbers of Baby Boomers retiring and a small percentage of Gen X in the public service, Gen Y employees are getting promoted at an earlier average age than in the past. We need new leaders, but are we preparing them adequately?

According to Jan Schmuckler and Marcia Ruben at HR.com, skipping management development steps is serious. It is hard to go from being an analyst or manager to a director without going through necessary developmental experiences. Typical missing ingredients include gaps in interpersonal skills, an inability to manage systems and processes, a discomfort with conflict, difficulty playing the political game and an inability to appropriately motivate, delegate and develop staff.

People who move up the ladder quickly are ambitious and usually receive positive accolades and praise along the way. Because they were rewarded for past performance they repeat what has been successful for them in the past. Their view of themselves and self-esteem is often closely linked with their current title and success. When they reach a certain level of leadership, the behaviors that got them to where they are do not always work. It is not uncommon for them to be totally unaware that others now do not share the same high-level view of their performance. They are now on a bigger playing field and certain behaviors that helped them achieve their phenomenal success no longer set them apart. Many times they do not recognize their own behavior and for example, think of themselves as a warm and friendly person. Skipping speaking to the administrators or office staff because it would “waste everyone’s time” may be more efficient, but can be interpreted by others as being rude. Sometimes a goal such as always complete tasks on time and within budget can supersede important social skills needed to build successful working relationships.

Some competencies are more difficult to develop than others. Skills that can be learned and require a few behavioral adjustments include, but are not limited to, presentations skills, writing skills, and negotiation skills. Other skills that require a new way of thinking and a complex understanding of human behavior take longer. Learning to think strategically, motivating others, and becoming adept at organizational politics are among

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the key leadership competencies that are more complex and take longer to master.

In order for someone to get to a position of power and authority quickly, they typically excel at some important behaviors and competencies. It is essential for them to quickly identify their own strengths and what they do well. Equally important is realizing how to best use these strengths in their new role. What often gets new leaders into trouble is not the strengths themselves, but either overusing them or relying solely on them without developing other competencies. New leaders need to be clear about what they do well and then they can make subtle changes that support their strengths.

Anne Fisher a contributor *Fortune* reported that the global talent management firm Development Dimensions International (DDI), recently polled 1,130 newly promoted managers and found that most were put in “sink or swim” situations: Only one in 10 had gotten any leadership training or coaching. About 60% said they were learning their jobs through trial and error, and 42% said they had no clear idea of what was expected of them, or what success in their new position would look like. As a result, a third of those surveyed said that they wish they hadn’t been promoted, describing their first year on the job as “overwhelming.” The stress of having to navigate a complex role with little support can take a toll on morale.

There’s no doubt that “your first 100 days are critical,” says Allen Moore, an executive consultant in the strategic management group at PDI Ninth House in San Francisco. Moore describes a tricky balancing act that all new bosses must pull off. “You need to score some early ‘wins,’ but without moving too fast,” he says. “Be decisive, but also take a bit of time to make sure you understand why things are done the way they are now.”

Identify a couple of positive changes leaders could make immediately. They should hold a series of meetings with the people who report to them to get their ideas on what else could be done to improve the chances of meeting those ever-changing targets. Moore urges new leaders to “avoid the temptation to try and do everything yourself. As a manager, your goal is to build the capabilities of the whole organization.” So let the whole organization help you.

At the same time, ask the people above you to spell out what goals you should be shooting for. “Don’t assume you know what’s expected of you,” says Sharon Daniels, CEO of Tampa-based training and development firm AchieveGlobal. They need to understand exactly what their priorities should be. They should give management progress reports as they go along, and ask for confirmation that they’re heading in the right direction.

Get this dialogue going right from the start so that any mixed signals or potential conflicts can be sorted out early. Knowing what they’re supposed to be doing may sound obvious, but the DDI survey found that many new managers are “in the dark about what it takes to be successful.” One further tip from Allen Moore: Take care of yourself. “One danger is burnout,” he observes. “When you first step into a bigger job, there’s so much to do, and with leaner organizations and fewer resources than in the past – not to mention lightning-fast, 24/7 technology – people find themselves needing to work 20 hours a day.” Don’t. “This is a marathon, not a sprint,” says Moore. “So pace yourself.”



CODESP WEBINARS

CODESP's upcoming webinar series will focus on Human Resources in the public sector. Many times individuals "end up" in HR without formal training. For HR to succeed it needs to be treated as a profession. Individuals in these roles must receive proper training.

Human Resources is the heart of every organization as it plays an essential role in finding, assessing, hiring and developing quality employees. Too often HR professionals do not realize their importance, thus management doesn't appreciate their worth. HR departments can demonstrate their importance through metrics. By measuring what they do and produce, HR can develop strategic plans and "show off" their value.

HR ANALYTICS WEBINAR

Date: 11/4/15

Time: 10:00 - 11:15 AM PT

Human Resources requires much more analytical skills and knowledge today than it has in the past. Administrators and boards/councils have higher expectations for HR staff. Participants will be provided with ideas on what to measure and why. Also, easy-to-use tools will be provided so that participants will be more comfortable using analytics to effectively show the value of HR.

Resources made available to participants will include Excel spreadsheets and other accessible software tips that can be used to collect and analyze HR metrics and return on investment (ROI) for human resources.

Presenter: Eliana Ceja, CODESP Sr. Selection Analyst

Webinars/Training Registration: www.codesp.com

Customers: login prior to registration

Guests: no login is necessary

ON THE ROAD

CODESP is making arrangements for training sessions in locations throughout California. Let us know if you'd like to host a session.

Contact Executive Director, Marianne Tonjes: marianne@codesp.com

2015 PTC-SC ANNUAL CONFERENCE

Selection Innovation

Friday, November 6, 2015
Almanson Court - Alhambra, CA

www.ptc-sc.org



Fall Training - November 18 & Meeting - November 19-20, 2015

Executive Inn & Suites - Embarcadero Cove, Oakland, CA

Training Program Options for November 18:

Situational Judgement Testing - Measuring Qualifications & Fit

Training and Experience Evaluation

www.wripac.org

CSPCA ANNUAL CONFERENCE

Reaching Excellence with Merit

Thursday, February 25, 2016
Paradise Pier Hotel - Anaheim, CA

www.meritsystem.org

NCCIPMA-HR Annual Conference - Doubletree Hotel Napa Valley

March 4, 2016 – nccipmahr.wildapricot.org

Northern California Chapter of IPMA-HR