CODESP NEWS

JOB DESCRIPTIONS

Reconstruction of the sample job description section on our website has been completed. We have added more samples and have also divided them into more subject areas for easier viewing.

To access the job descriptions you must go to the Member's Only section of the website. This area requires a password. If you are a member and have forgotten it, give us a call. These files are still quite large so don't be alarmed that they take a little time to download.

Currently there are over 350 samples posted on the site in the areas of:

Accounting; Administrative Assistant; ASB; Attendance; Audio Visual; Benefits; Campus Security; Campus Supervisor; Carpenter; Child Care/Preschool; Clerical; Community Services; Communication Services; Credentials; Curriculum Coordinator; Custodian; Driver; Electrician; Environmental Science; Facilities; Floor Covering; Food Services; Groundsworker; Guidance; Health; Human Resources; HVAC; Information Technology; Instructional Aide; Interpreter/Translator; Library Media; Maintenance; Mechanic; Occupational Therapy; Painter; Plumber; Printer; Purchasing; Receptionist; Registrar; Risk Management; Secretary; Transportation; and Warehouse.

CODESP does not offer job description development services, but the samples posted on the website provide districts with ideas to use when developing their own. There are several different popular techniques to writing descriptions and we hope that the samples provided will give your district a variety to choose from.

HAPPY NEW YEAR!

UPCOMING MEETINGS

On Friday, January 25 from 10 a.m. - 12 noon, **Alameda County Office of Education** will host a training meeting at their offices in **Hayward**.

The topic of the meeting will be *Legal Issues Regarding Hiring* and the presenter will be Janna Lambert, Assistant General Counsel for the Alameda County Office of Education.

With governmental rules and regulations constantly changing you may find yourself faced dealing with several different legal issues each day. Employees are also more knowledgeable than ever about their employment rights. Human resource staffs must remain informed about how to treat applicants and employees fairly to avoid staying out of court. Employment law isn't a subject that you want to learn on a trial-and-error, learn-as-you-go basis. The consequences of bad decisions are costly and time consuming lawsuits.

Ms. Lambert will provide valuable information on reference checking, fingerprinting volunteers, etc. She will also discuss disqualifying applicants due to their conviction records. Although some convictions result in an automatic disqualification under the Education Code, there are others that may not be as clear-cut when drawing a relationship between the offense and the responsibilities of the position being sought by the applicant.

Withdrawing an employment offer based on a non-disqualifying conviction could potentially expose a district to litigation alleging violation of Title VII or the California Fair Employment and Housing Act (FEHC). The FEHC has determined that in order for a criminal conviction to be disqualifying, there must be a direct relationship between the offense and the responsibilities of the employment sought.

Learn new information and share your thoughts. Join CODESP members and guests, January 25. Check www.codesp.com for more details.

JOB ANALYSIS

Although this is a subject that many test administrators try to avoid due to the belief it is too difficult and too time consuming for most human resource staffs to handle, job analysis is an essential part of human resource management.

In every organization each job must be defined in terms of its duties and responsibilities, and the skills and abilities needed for successful job performance. This task is completed through job analysis.

Without a complete job analysis an effective job description cannot be written, a job-related test cannot be developed, and performance standards cannot be determined and measured.

Job analysis is used to gather information about the duties and responsibilities; the degree of responsibility or complexity; the knowledge, skills, abilities and other characteristics (KSAOs) needed to perform the work effectively; the years of education or experience that are needed to gain the needed KSAOs; and the psychological, emotional, and physical demands placed on employees by the working environment.

Sometimes time only allows the collection of information on a job by simply asking employees and their supervisors to draft new job descriptions or update old ones. Ideally, job analysis should be conducted in a more thorough manner by trained individuals. The particular method depends on the number of jobs involved and the type of work to be analyzed. There are several methods that can be used to gather information. Some of them are listed below:

Direct Observation: This method involves observing individuals performing their job duties to determine what tasks are involved and what KSAOs are required to perform them effectively. It is often used when analyzing blue-collar jobs where work activities can easily be observed. This method is more difficult to use for white-collar jobs where the work is analytical in nature. Many times this method is combined with an interview to clarify the observations. This combination is called a desk audit.

Individual Interview: In this method the employee is asked a set of semi-structured questions to determine information about job content and requirements. The same questions may also be asked of the supervisor to verify the information. This method is effective when analyzing managerial, professional, and technical jobs. The negative aspect of this method is the time required to conduct individual interviews which may not be cost-effective when large numbers must be analyzed.

Group Interview: This is like the individual interview but instead all, or a sample of, individuals in a particular job are interviewed at one time. This method saves time, but can only be used if there is reason to strongly believe that the jobs performed are very similar in nature.

Questionnaire: A questionnaire is distributed to incumbents or supervisors that allows them to answer questions regarding job content and job requirements. It may be less time consuming than individual interviews but often requires follow-up questions because of inadequacies in the information supplied. The information may vary between individuals depending on their writing abilities or their willingness to report information without exaggerating. Sometimes a more structured check-list is used so that comparisons between jobs can be conducted more easily. Other times a set up of diverse tasks are given to a candidate and they are asked to identify those that are relevant to their jobs.

The biggest concern in selecting a collection method is its reliability or the consistency in the information obtained by different data collectors at different times. Reliable job information is necessary to ensure the validity of desired end products, such as employment tests. This is why it is important for agencies to place an emphasis on the importance of obtaining complete, accurate, and unbiased job information.

To overcome the concern regarding the reliability of results, job analysis should be conducted by a trained individual. There are several books, monographs, and training programs available on this subject.

To review terms used in conducting a job analysis go to page 4 of the newsletter.

February Training

On **February 8, ABC Unified School District** will host a meeting at their offices in **Cerritos** from 10 a.m.—12 noon.

Our speaker will be Ward Komers from GovernmentJobs.com. The topic of the meeting will be ***Using Your Web Site as a Recruiting Tool***. He will provide participants with creative ideas to enhance their websites to improve their recruitment potential. Ward will also demonstrate GovernmentJobs.com's hiring management software that has helped several California counties streamline and automate parts of their hiring process, reduce time-to-hire, and improve applicant quality.

CODESP staff will also be "showing off" our new CD which will be available to members for training. We are on a technology wave here and hope to be producing some innovative materials for our members during 2002.

On **February 8, Mt. Diablo Unified School District** in **Concord** will be hosting a meeting from 10 a.m.—12 noon.

The topic of the meeting will be ***Public Employment Legal Updates*** and our speaker will be attorney Mark Robson from the firm Litter Mendleson (www.littler.com) in Walnut Creek. They have several offices throughout the nation specializing in labor and employment law. He will cover some of the same material (conviction records and reference checking) as the meeting in Alameda County, but from another viewpoint. He will also discuss relevant laws that effect employers in the area of sexual harassment and employment.

On **February 15, Riverside County Office of Education** will host a meeting from 10:00 a.m.—12 noon.

The topic of the presentation will be ***Selection Planning*** and CODESP staff will provide participants with valuable information on developing employee selection plans from job analysis to designing test components. Bring your questions and let us help you design a plan that will benefit your district.

Other upcoming meetings include:

- March 1, Newport-Mesa USD, Costa Mesa
- March 8, Grant UHSD, Sacramento
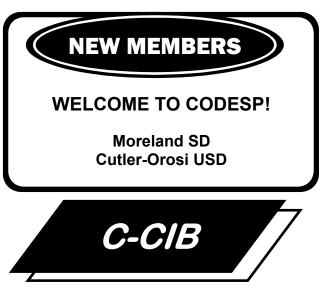- March 22, Santa Clara COE, San Jose
- April 26, Lemon Grove SD, San Diego area
- May 3, Hacienda-La Puente USD, City of Industry
- May 3, Berkeley USD, Berkeley
- May 17, San Juan USD, Carmichael (Sacramento)

Additional meetings in the Central Valley are being planned in March. Maps are located on the web site at *codesp.com*.

NEW MEMBERS

WELCOME TO CODESP!

Moreland SD
Cutler-Orosi USD

C-CIB

New additions to the CODESP Computerized Item Bank include:

Clerical:	Definition
Grounds:	Tractor and Trailer
Instructional Aide:	Pre-Algebra
	Geometric Figures
	Misc. Figures

We have also added several new sample interviews and supplemental applications for a variety of positions. A new bus driver performance exam is also currently available.

TURNOVER

Do you know how much turnover is costing your district? The U.S. Department of Labor estimates that it costs a company one third of a new hire's annual salary to replace an employee. These expenses can include recruitment charges (advertising, time spent reviewing applications, and interviewing), training costs, salary and benefits during training and the cost of loss productivity until the employee is trained. There are also many indirect costs.

If you took a portion of the money from turnover costs and applied it to better recruitment and testing methods, think of the benefits your district would gain.

Job Analysis Terms

Job analysis is a nec-essary part of the test development process (see article on page 2). Some key terms that are frequently used when conducting a job analysis are listed below:

<u>Terms Describing Work:</u>

Task: A separate and distinct work activity necessary to the performance of an employee's job; the smallest unit of work.

Duty: A major area of work activity comprising a group of related tasks.

Job: Two or more positions within the organization having the same basic duties and responsibilities.

Job Family: Jobs that have the same basic nature of work, but different levels of skill, effort, responsibility or working conditions.

Occupation: A job or job family commonly found in the nation's workforce.

<u>Terms Describing Job Requirements (KSAOs):</u>

Knowledge: Acquired information or concepts (e.g., knowledge of principles of accounting).

Skills: Acquired measurable behaviors (e.g., typing skills)

Abilities: Natural talents, aptitudes, or acquired proficiencies (e.g., dexterity, personal skills).

Other Characteristics: Characteristics of the individual (e.g., tact) or circumstances related to the work environment (e.g., availability for night work or frequent travel).

Summarized from <u>Human Resource Management in Government</u>, Jonathan Hopkins, 1995.