

WESTERN REGION INTERGOVERNMENTAL PERSONNEL ASSESSMENT COUNCIL WRIPAC

NEWSLETTER #002

JANUARY 1980

THE PRESIDENT'S MESSAGE

Despite the Golden State Motel, our last meeting was successful and exhilarating. The momentum with which all committees worked on projects was again impressive. Plans and timetables are completed, and many first stage objectives have been met. We now have a test security agreement, a survey of member job analysis procedures, bylaws and Volume II of our Newsletter.

I'm somewhat concerned, however, that in our enthusiasm we may attempt to accomplish more than we can deliver. Hopefully we will limit ourselves to the projects that we've presently undertaken before we plan more.

Although the number of agencies requesting membership in WRIPAC is exciting and flattering, it has also created a dilemma for us. Because our funding is fixed, the total number of full members is limited. However, those jurisdictions that have expressed interest appear committed to WRIPAC's purposes and have competent representatives who could be great assets on our projects. The close cooperative relationships

that could arise throughout the jurisdictions in the region would be invaluable to us all.

The concept of an Associate Membership may be a viable solution. T.A.C.T. successfully utilizes it to deal with a similar situation. They also select their full voting members from those Associate Members who most fully contribute their time and expertise to the group. I have drafted another revision to the bylaws incorporating this concept for discussion at our February meeting. If anyone has an alternative approach to solving this problem, please develop it and plan to discuss it with the group at that time. We should resolve this situation before the beginning of the next grant year.

A group of us are meeting at my office on January 3 to finalize the grant proposal. Because of the deadline we are facing, it will be submitted before the entire membership has an opportunity to review it. However, we will

review it in detail at our February meeting. If the membership elects to revise or alter it in any way at that time, we will submit a revision to O.P.M. Please remember to send your letters of support for the next grant year as soon as possible; they should be sent before O.P.M. considers the grant proposal.

Recently we have begun to experiment with advisory tests at the Los Angeles Unified School District. The concept has interested me for some time and I'm convinced it is particularly valuable for public jurisdictions in states in a Proposition 13 environment. Some agencies on the East Coast have utilized them for decades, but I'm not aware of any in our region--so a thumbnail sketch of their use may interest you.

An advisory test is the non-competitive administration of the test battery which an employer typically uses in its initial selection and/or promotional assessment program for specific job classifications as input to management in determining the potential of selected employees to transfer or demote to unrelated jobs. It is of particular value when employees:

1. Are facing layoff;
2. Request an un-job-related lateral transfer;
3. Appear to have management potential if given exposure to more departments;
4. Lack technical competence in their present assignments but appear to have redeeming qualities for other jobs;
5. Have incurred a disability or handicap which renders them unable to perform the core duties required by their present job.

A Proposition 13 environment typically produces the need to lay off large numbers of employees in certain classes and at the same time great numbers of vacancies exist in unrelated classes. Because the employees designated to be laid off usually have no bumping or transfer rights into the unrelated vacancies, we are placed in the position of recruiting and laying off at the same time. By administering the test previously used to hire employees into a job class to these employees, a manager is often easily persuaded to anxiously hire an otherwise jobless employee if he/she scores above the cutoff score -- and co-workers are also more accepting. It is also viewed as an unbiased approach to selecting the employees which will be rescued from a layoff.

The usage of advisory tests for recommending placement and training of employees who have become handicapped on the job not only effectively responds to a portion of 504, but can save thousands of dollars in Worker's Compensation claims.

The primary advantage of using advisory tests is that managers have more information available to them in not only making the decision, but in determining training needs and in assigning projects once the employee is assigned.

I'm looking forward to seeing you at our February meeting at Kellogg West in Pomona and discussing further the above topics with you.

Happy New Year!

Anita Ford

December 1979

MINUTES THAT SEEM LIKE OURS

NOVEMBER 1979

The second meeting of WRIPAC was held on November 14, 15, 1979 in Burbank, California. Twenty jurisdictions and two individual members attended. Not present were San Mateo County, State of California, and State of Nevada. Eight guests were also present.

Bylaws

President Anita Ford presented a revised draft of the Bylaws which reflected the concerns and comments expressed at the previous meeting. Members will soon receive a final copy of the Bylaws along with a ballot to indicate acceptance or rejection of the proposed set of Bylaws.

Roundtable

Following this, there was a roundtable discussion where members and guests spoke briefly about newsworthy, interesting, or problematic issues in their agencies. There were a number of requests for information. It was suggested that the Common Problems committee could solicit much of the desired data through a questionnaire. Among the areas of interest were: Number of exams currently open (as compared to the number of available personnel staff and size of agency workforce), average time span from exam request to list, cost of filling a vacancy, typing and shorthand requirements, pay ranges for journey level examiners, and each member's areas of interest, expertise.

Also during the roundtable, a number of people indicated the

availability of certain resources. They are:

- Ken Krueger, Selection Consulting Center has a pamphlet on setting pass points for content valid exams.
- Jan Klein, CODESP has an informational brochure on how to take written tests and interviews.
- Anita Ford, Los Angeles Unified School District has a limited supply of brailled information regarding how to take tests. These are available on a loan basis.
- Karen Coffee, Cooperative Personnel Services has a current listing of sources for recruiting handicapped applicants. Also available is information covering issues and mechanics of cooperative testing arrangements.
- Ted Darany, San Bernardino County has some remaining copies of "Training in Content Validity: Test Construction and Item Analysis".

Special Presentations

Donna Terrazas, Los Angeles Unified School District, and Phil Carlin, City of Tucson, each made a presentation on a Security Agent and Firefighter physical agility test respectively. Both presentations were extremely well done and interesting and provided new ideas for those in attendance.

Committees

Each of the standing committees met separately and later reported their progress to the entire group. A summary of their activities will be included in the newsletter.

New Members

Several jurisdictions have expressed interest in becoming members of WRIPAC. This issue is complicated by the limited funding available to the group. Vice President Roger Carey was asked to chair a membership committee consisting of himself and two additional members, one from Arizona and one from Nevada. This committee will consider criteria and procedures for both additions and deletions to the membership and will bring recommendations to the next meeting. The By-laws will be amended to permanently include this as a responsibility of the Vice President.

One step in the process of becoming a member will include obtaining a jurisdictional letter of project support. Another step will consist of completing a membership application specifying the qualifications of the agency's representative. Karen Coffee was asked to develop a draft application form.

Funding

Ken Krueger reported on the status of our funding and in-kind contributions. Many members have not yet reported

their in-kind contributions and were encouraged to do so. All time and expenses incurred since May 25, 1979 may be reported.

Clearinghouse

Diane Wilson will issue an updated list of clearinghouse members. For those not familiar with the clearinghouse, it currently contains 212 reports and publications submitted by participants. Anyone can borrow these documents for a period of two weeks. OPM will continue to operate the clearinghouse. WRIPAC's role in the future will be to offer guidance regarding the type of information to include, operation, etc.

February Meeting and Agenda

The next meeting is scheduled for February 21, 22, 1980 at Kellogg West on the Cal Poly Pomona campus. Cost for meals and lodging will be \$68.32, single occupancy. For those who will be flying, the closest airport is at Ontario.

Ideas were solicited for next meeting's agenda as follows:

- Presentation on CODAP
- Roundtable plus small group discussions
- Committee meetings
- Committee reports
- Funding, grant proposal
- Visit to San Bernardino County
- Membership

In addition, the group developed a list of topics of interest for future special presentations at meetings. Among these were the following:

- CODAP
- One day clerical testing

Assessment centers
Performance tests/work
sample tests
T & E's
Test utility
Performance appraisals
Cut off scores
Consent decrees
The expert witness

Next Year's Grant Proposal

Anita solicited ideas from the group for future project activities. WRIPAC will need to submit a new grant in early January. A subcommittee will be appointed to develop a draft proposal in December. If time permits, the draft will be mailed to the members for comment before submission. The grant application must include letters of support from each member agency.

Jennifer French distributed a suggested format and content for a letter of project support. Letters of support should be addressed to Francis V. Yanak, Regional Director, Office of Personnel Management, 525 Market Street, San Francisco, Calif. 94105. Letters should be sent to Anita Ford by December 15, 1979.

Training

There was a lengthy discussion concerning the extent to which WRIPAC should get involved in training and if so, what the nature of this involvement should be. Many differing opinions were expressed. It was decided that a Training Committee should be established to review all available resources (internal and external) and programs. Anyone interested in chairing this committee should contact Anita Ford.

Rich Joines, HEW, will be developing a list of topics of interest to selection specialists with suggested readings, articles, resources for each.

Miscellaneous

Ted Darany informed the group that dates for the IPMAAC conference in Boston have been changed to July 6-10, 1980.

Respectfully,
Karen Coffee, Secretary

NOTEWORTHY

WRIPAC's grant proposal has been submitted for second year funding. A WRIPAC thank you to the Grant Committee for quick and efficient work. If your agency has not submitted a letter of support - shame upon you. Send it now.

It's time to get even with your favorite cohort. Nominations will be solicited at the February Meeting for elected positions. Be thinking of qualified participants who might be able to continue the excellent job already begun.

Jennifer French, WRIPAC representative for the State of Arizona, has joined the staff of the San Bernardino County Personnel Division. In the interest of continuity and continued Committee progress, her role as Chair of the Test Exchange and Cosmic Search Committee has been assumed by Terry McKinney, representative for the City of Phoenix.

Aubrey Kesterson will be leaving Clark County in a cosmic search for a new and exciting (better than Las Vegas?) position. Any and all suggestions welcome.

ATTENDANCE ANYONE?

PTC/SC ANNOUNCES

The Personnel Testing Council of Southern California announces the election of its officers for the 1980 program year: Peggy Griffin, President; Dina Kelleher, Program Vice President; Gail Carson, Editorial Vice President; Kay Evleth, Secretary; Tony Harter, Treasurer; and Jan Klein, Recorder.

PTC/SC invites interested selection personnel to attend their regular monthly meetings which are held the fourth Wednesday of each month in Los Angeles. If you will be in the area and wish to learn what the program of the month will be, contact Dina Kelleher, Personnel Research Analyst, Security Pacific National Bank, PO Box 2097, Terminal Annex H19-1, Los Angeles, Ca 90051, (213) 613-6013.

The annual membership drive for PTC/SC begins in January. Dues are \$15 per year and entitle members to the monthly newsletter, discounts at conferences and monthly luncheons, and attendance at various free seminars during the year. Contact any officer for more information or for application forms.

WRIPAC MEETING AGENDA

Kellogg West, Pomona

February 21, 1980 (Thursday)

- 9:00 - 10:30 a.m. - Introductions and Roundtable
- 10:00 - 10:45 - Coffee Break
- 10:45 - 12:00 noon- Committee Meetings
- 12:00 - 1:00 p.m. - Lunch

- 1:00 - 2:00 - Discussion of Associate Membership
- 2:00 - 3:00 - Committee Meetings
- 3:00 - 3:15 - Coffee Break
- 3:30 - 4:00 - CODAP Presentation - Ted Darany
- 4:00 - 6:00 - Tour of San Bernardino Personnel Computer Facility
- 6:00 - 7:00 - Wine & Beer Break
- 7:00 - 8:00 - Dinner
- WRIPAC Officers
- 8:00 - On - Social

Nominations of 1980-81

February 22, 1980 (Friday)

- 7:00 - 8:00 a.m. - Buffet Breakfast
- 8:00 - 10:00 - Committee Meetings
- 10:00 - 10:15 - Coffee Break
- 10:15 - 10:45 - Review of WRIPAC Grant Proposal
- 10:45 - 12:15 p.m. - Review of WRIPAC Automated Item Bank Grant Proposal
- 12:15 - 1:15 - Lunch
- 1:15 - 3:00 - Committee Reports
- 3:00 - 3:30 - Development of May Agenda & Scheduling of 1980/81 Meetings
- 3:30 - 3:45 - Announcements and Adjournment

COMMITTEE UPDATES

JOB ANALYSIS STANDARDIZATION COMMITTEE

The Committee's goals for this grant year (ending May, 1980) are:

1. To develop a "dictionary" of rating scales.
2. To develop a "dictionary" of task action verbs.
3. To develop a job analysis approach which can be adapted to all jurisdictions and classes.

In order to accomplish our goals we have created regional sub-committees

to work on parts of the projects.

The Arizona sub-committee chaired by Phil Carlin, City of Tuscon, is working on the dictionary of task action verbs and the task identification and statement writing procedure.

The Northern California sub-committee chaired by Marie Bertucci, San Mateo School District, is working on the KSA identification and statement writing procedure.

The Southern California sub-committee chaired by Donna Terrazas, Los Angeles Unified School District, is working on the dictionary of rating scales. This dictionary will include identification and interpretation of task and KSA criticality rating scales.

The Nevada sub-committee, composed of Aubrey Kesterson, Clark County, and Tom Rippeth, Washoe County, is working on a flow chart of the job analysis procedure in order to identify all the components and information needed to share studies.

Members of WRIPAC who have relevant information in any of the listed areas may send their information to the sub-committee chair. By the February WRIPAC meeting we hope to have the sub-committee projects at a stage whereby we can begin work to develop the overall procedure.

Kaye Evleth, City of Los Angeles

ITEM EXCHANGE/COSMIC SEARCH COMMITTEE

The first draft of the WRIPAC Test Security Agreement was distributed at the November meeting. A second draft is being prepared and will be sent soon. Hopefully, a final draft can be approved at the February meeting.

The major topic for the Committee will be the Cosmic Search Requirement of the Uniform Guidelines. The committee has (so far) identified these areas of concern:

1. What is required by the Guidelines?
2. Can we produce a "cook book" approach to meet the requirements?
3. What documentaion need be available?

Anyone interested or anyone with ideas should contact Terry McKinney or any other member of the committee.

Terry McKinney, City of Phoenix

PERSONNEL POSSIBILITIES

Personnel Analyst III (Examination Specialist) State of Arizona. Salary Range \$17,752-\$23,339. This analyst plans, develops and implements a variety of evaluation and selection tools for many, diverse classifications. Candidates must possess a minimum of 3 years of professional personnel experience with at least 1 year of specialized experience in employment test development and construction and in conducting statistical reliability and validity studies. Prefer experience in the development of personnel information tracking systems. Send resume to Julie McKinney, Arizona State Personnel Division, 1831 W. Jefferson, Phoenix, Arizona 85007.

Personnel Analyst II State of Arizona. Salary Range \$16,395-\$21,537. Vacancies anticipated for employment and classification analysts. Candidates must possess a minimum of two years of professional personnel work experience in job analysis and selection work. Classification applicants must have experience in a structured position classification program. Knowledge and understanding

of point-factor systems desirable. Send resume to Julie McKinney, Arizona State Personnel Division, 1831 W. Jefferson, Phoenix, Arizona 85007.

Clark County, Nevada.
Personnel Supervisor - Recruitment and Selection.
Salary Range \$18,000 - \$26,000.
Open Until Filled. Division Chief responsible for recruiting, testing, and selecting for a county of over 3000 employees. Requires degree and 3 years experience, advanced degree desirable. Apply: Glenn Trowbridge, Clark County Personnel, 118 S. 4th St., Las Vegas, Nevada 89101.

(Also requires an extra dose of tenacity. Editor)

ABSTRACT

Terry McKinney has submitted the following abstract of a project currently being developed by the City of Phoenix.

In October of 1979, the City of Phoenix began testing for its new CETA-funded positions. The positions involved were titled Municipal Worker Trainees, with two options -- either a field assignment or a clerical assignment. We decided to try and approach a more simulative type of testing than is possible with a standard oral directions test. We felt that adding the visual factor would aid us in this goal.

A synchronized-slide-and-tape test was developed, where a series of slides are projected on a screen while a pre-recorded tape asks questions about the material being shown. The test was written in a storyboard fashion; small sketches of the desired pictures were

produced along with the appropriate commentaries and questions to be recorded on the tape. Finished drawings were then produced, and the necessary photographs were taken. These were then keyed to the tape recording of the text.

Usually, the questions were directly related to the objects being pictured, i.e. pictures of various tools for the field option or pictures of file jackets for the clerical option. Sometimes, the slide was a representation of a work environment while the tape presented a verbal description of the situation pictured. In these cases, the questions were also based on the applicant's recall of the verbal descriptions rather than on the slides alone.

At the present time, an item analysis and a criterion validity study are being prepared. The criterion validity phase should be completed by June 1980.

For more information contact Terry McKinney or Don Harrington, at the City of Phoenix Personnel Department, (602) 262-6277.
