

WESTERN REGION INTERGOVERNMENTAL PERSONNEL ASSESSMENT COUNCIL

WRIPAC

AUGUST 1983

PRESIDENT'S MESSAGE

I've always been told not to leave the room during elections. However, not being able to pass up one more chance at winning my fortune at the slots, I was again out of the room at a crucial time in Reno and you have me as your president for the next year. However, with the dedication of the other officers I think we can survive me. Let me announce who the other officers are at this time: Vice-President, Terry McKinney; Secretary, Jennifer French; and Treasurer, Jurutha Brown. I look forward to WRIPAC's program year and the group's continuing impact as a result of our individual efforts.

Special thanks is due Glenn Rock, Acting Personnel Administrator of the Nevada State Personnel Division and Dr. David Friedland of Friedland Psychological Associates for their presentations at the April meeting. These kinds of presentations are becoming more popular and useful and any suggestions for topics is welcome.

I will reiterate a request made by Karen during her term--if you find that you are unable to attend any meeting, please take responsibility for contacting another WRIPAC member and asking that person to present any committee reports or roundtable information. Information packets about the hotel will be coming under separate cover soon. (Editor's note: You should have received the information by now. If you have not, please contact Steve asap!)

I hope to see you all in September.



OUTGOING PRESIDENT'S MESSAGE

Our fourth full year of operation is drawing to a close. For WRIPAC, it has been a year of change, growth, and focus. For me, personally and professionally, it has been a successful, satisfying year. It has been both an honor and a privilege to serve WRIPAC this past year as President (and as an officer for the three previous years). I can't begin to convey the stimulating feeling associated with trying to provide leadership to such a dynamic group representing diverse jurisdictions and viewpoints. It has been very gratifying to me to watch our large group make substantial progress toward our objectives. No one is made to actively contribute to WRIPAC, and yet so many members and participants do so willingly. This is what I have really enjoyed--the voluntary participation in projects, because we want to and find the end results to be worthwhile. For this feeling, the sense of fulfillment, and the camaraderie, I wish to thank each and every one of you.

Karen

POST Resolution is Defeated

The POST resolution (reprinted below for your information) has been defeated. Voting results were: 7 aye, 15 nay, 9 abstentions. All but two jurisdictions voted.

Text of the Resolution.....

The Western Region Intergovernmental Personnel Assessment Council (WRIPAC) endorses the concept of a statewide reading and writing standard for Peace Officers in California as measured by the POST developed tests with the following provisions:

1. POST will develop and provide the test instruments to local agencies through CPS and CPS will score the tests.
 2. POST will pay the costs of both the development and administration of the tests.
 3. POST will provide legal defense for the use of the tests.
 4. Alternate means of test administration will be available (e.g., both regional as well as individual agency test administrations).
 5. POST will explore the development of parallel test forms.
 6. We will reserve comment on the minimum statewide cut score until such time as a subcommittee of WRIPAC reviews the relevant technical reports.
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Job Change

Effective July 8, 1983, Dr. John Kohls has resigned his position as Chief of Standards Research, California Commission on Peace Officer Standards and Training. He will be working part time for the State Board of Corrections and doing some consulting work. A successor has not yet been chosen.

Positions Available

Personnel Examiner I. Los Angeles Unified School District. Salary range: \$22,116 to \$27,552. Job analysis, examination planning, test construction, the supervision of test administrations, and documentation of validity. Minimum of two years of technical/professional experience in the development, administration, and analysis of employment tests and procedures or psychological tests. A B.A. can be substituted for up to six months of the required experience; a Master's in Industrial or Organizational Psychology may be substituted for the required experience. Applications will be accepted until September 2, 1983. For more information, or for an application, call or write: Los Angeles Unified School District, P. O. Box 2298, Los Angeles, CA 90051, 213 742-7761.

Senior Personnel Analyst. Santa Barbara County. Salary: \$27,192 to \$33,192 DOE. Lead worker in recruiting and testing division. Requires B.A. in Public Administration or related field, plus three years professional experience. Applications will be accepted until September 2, 1983. For more information, or for an application, call or write: Santa Barbara County Personnel Department, 123 Anapamu Street, Santa Barbara, CA 93101, 805 963-7155.

Job Change

Effective August 15, 1983, I am moving to Sacramento where I'll be Manager of the Women's Program Unit at the California State Personnel Board. You may contact me:

Karen Coffee, Manager
Women's Program Unit
California State Personnel Board
801 Capitol Mall MS55
Sacramento, CA 95814
916 323-0722

I will continue to attend WRIPAC meetings. My position at CPS will not be filled at this time.

On the Lighter Side

Do your personnel files contain some wonderfully bizarre test questions that are horrible, outrageous, or funny, or are marvelous examples of how not to write test items? If you have some items like these, please send two to four examples of your "best" bad items to Karen Coffee at the above (article's) address. These will be compiled and shared at our September meeting to add a brief note of levity to our otherwise serious deliberations.

OOPS!

Mary Lou Alexander has submitted an updated version of the WRIPAC2 program for the Apple II. There may have been a statement omitted in the first version. You may contact her at the following address:

1453 West Colonial Parkway
Roseville, CA 95678

WRIPAC MINUTES
Reno, Nevada
April 21 and 22, 1983

WRIPAC held its fifteenth meeting in Reno, Nevada on April 21 and 22, 1983. Representatives were present from 25 member agencies and one individual member was in attendance. The following guest agencies were present: Orange County, City of Glendale (California), Las Vegas Metro Police Department, City of Fresno, City of Oakland, City of Reno, Douglas County (Nevada), City of Sacramento, City of Sparks, Washoe County Airport Authority, City of Merced, Nevada Highway Patrol and POST.

Member agencies not present were: State of California, Yolo County, Santa Cruz County, Tulare County, LA Unified School District, Clark County (Nevada), CODESP, Merced County, State of Nevada, Riverside County, City of Las Vegas and State of Arizona.

ROUND TABLE

As normal with WRIPAC, our session began with the round table discussion.

Karen Coffee (Cooperative Personnel Services) indicated that their task analysis project is moving along well. Seven task inventories have been completed. Data analysis is being done on their TRS micro computer.

Tom Rippeth (Washoe County) indicated the County must be able to demonstrate a "lack of funds" in order to do layoffs. As part of their union agreements this year, the unions are willing to accept a three percent cut in salary in order to minimize the effects of the layoff process.

Jennifer French (San Bernardino County) reports that their agency is approximately \$20 million short. In Personnel, this means that approximately ten of 55 positions would be reduced as a result of budgetary problems.

Bud Gelini (Alameda County) reports their agency has recently streamlined the WRIPAC job analysis procedures. Bud also indicated they do have a manual available on their new procedure.

John deSoto (City and County of San Francisco) indicated that his organization is in the process of recruiting and testing for 300 job classifications in order to resolve their "long-term temporary problem." These individuals must qualify for the jobs they have held during this period.

Angie Bifano (SMJD) indicates that due to the economy even the utility district is finding it necessary to have cutbacks in their line construction area. As they have moved to shorter hours, i.e., four day workweek, many employees now see this as an benefit. In fact, this new benefit has been extended to some exempt employees.

Russ Strausbaugh (City of San Jose) indicated that they recently received a challenge on their medical standards regarding a lower back problem. Once this challenge is resolved, Russ will report back to WRIPAC members.

Anne Marrelli (County of Los Angeles) indicated they are developing new test items for the reading comprehension and supervisory areas. Anne also indicated they have available a test instruction training manual and a test inspection training manual that have been used on an in-house basis. Referring to the topic of layoffs, Anne reports that the County is limited to a two percent change in the affirmative action profile of a job series when layoffs take place.

Robert Hagstrom (County of Costa County) indicates that their layoff procedures allow exemptions for individuals that are in a position requiring bilingual ability.

Rich Joines (Management and Personnel Systems, Inc.) gave a brief summary of the assessment process that he has recently completed for the City and County of San Francisco for the class of Battalion Chief. Rich reported that a group of applicants who failed the examination had brought suit in State Superior Court. Rich indicated that Superior Court denied the challenge and attested to the quality of the examination.

Lisa (Brown) Patterson (County of Fresno) reported on their recent experience for using a headhunter. A headhunter was used to fill the position of their data processing director. After a search of the available labor market, the position was filled with an in-house individual. Lisa also indicated the County has used a procedure whereby the Oral Board goes to the applicant's locale for the oral interview. This would appear to have improved their rates of individuals that wished to take the interviews.

Phil Carlin (City of Tucson) indicated that the City has had two suits dealing with sex discrimination in the area of compensation in the last few years. These suits have resulted in claims against the City of Tucson of approximately \$140,000. Phil also provided us with an update on their process of refuse collector. This process has included a T & E rating and pretest booklet to be followed by a physical ability examination. The City of Tucson received 2,200 applicants for this position, 1,124 took the written examination with 407 passing and being invited to the physical ability test. We look forward to Phil's next update on this process.

Mary Kaerth (City of San Diego) indicated that their consent decree expires this year. At this stage, the City does not know if the courts will extend it or not. As of July 1, 1983, all applicants for the entry level Police Recruit must have completed the 60 college credit hours.

John Kohls (POST) gave a update on the reading and writing examinations that will be used statewide in California starting in October 1983. John indicated the staff recommendations are that the CPS does the testing and scoring, that testing would be administered in local jurisdictions and that POST subsidizes and pays for the process. John also provided a brief update on other standards in the works including topics such as vision, hearing, emotional stability, minimal education and the physical ability. John's discussion on the reading and writing standards provided base for considerable discussion. More of which will be dealt with in the business meeting.

Jurutha Brown (City of Los Angeles) indicated the voters have recently approved a change of their certification procedure to permit certification of the highest three whole scores. The City of Los Angeles hopes that this improves their ability to certify a large number of people and improve the flexibility for operating managers and for affirmative action.

Steve Boles (San Mateo County) distributed copies of their scannable oral rating form. Steve also reported two cities in the County have contracted with the County to provide some personnel services.

Bob Burd (Las Vegas Metro Police Department) reports that their agency will be hiring 100 new officers in the coming year. They are also in the process of looking at psychological examinations for correctional and communications individuals.

Shirley Andrews (City of San Mateo) gave an update on two issues that have been facing their agency. Recently they, through a labor negotiations process, have inserted a no smoking clause in the firefighters contract. This issue is now in court. They also experienced complaints and problems due to the fact that they refused to hire the son of a fire captain.

Debbie Persi (Orange County) indicated that their agency has 13 union contracts up this year. Obviously, this indicated what most of the personnel staff has been involved in of late. Also, efforts are currently under way to combine the staffs of the Sheriffs and Marshalls Department.

Dick Neufeld (Santa Barbara County) reports that their Sheriffs Department has recently "taken over" the Marshalls Office. Also in their last Sergeants examination they used a flexible passing point, based in a large part, on the number of applicants that would be needed to fill the positions. This policy is currently under attack on an in-house level.

BUSINESS MEETING

Dick Neufeld gave a summary of the current financial status of WRIPAC. As of April 19, 1983 funds on hand totaled \$5,981.65. This is an increase of approximately \$700 since our January meeting.

Phil Carlin gave us a brief report on the passing point tape. Additional input for the tape should be obtained at the IPMA Western Region Conference. Dick Neufeld and Phil discussed the quality of the tape from the job analysis seminar that was held last year. The quality of this tape indicates that it probably unlikely to be possible to turn out a high quality saleable product from this session. However, some edited form of the tape will be available for use for internal staff by WRIPAC members.

Rich Joines gave a brief report on his assessment center training that was done prior to this WRIPAC meeting. 55 individuals took part in the training, 28 of these were personnel employees, the remaining were police and fire employees. Rich had graciously agreed to give WRIPAC a rebate on WRIPAC members attending the training. Rich has donated \$225 for WRIPAC as a result of this training. We thank Rich for this donation and all the support and help he has been to WRIPAC from its inception.

Dave Gonzales indicates that the final version of the job analysis manual is coming along nicely and should be available for the next meeting.

Jennifer French requested that WRIPAC do a general endorsement of the medical standards developed by their agency. This matter was discussed in some detail and a formal proposal was submitted after the lunch break. This was approved.

Bob Hagstrom and Steve Boles led a discussion regarding the POST standards. It became obvious that there is a wide range of interest and issues involved in the POST standards. Steve agreed to prepare a statement regarding this that will be mailed out with the election ballots. It was felt that this issue of the POST standards was important enough to all agencies involved in WRIPAC that we wanted to give the entire membership an opportunity to vote as opposed to only those attending the next meeting.

Steve Boles proposed the meeting schedule for next year. This was approved without dissent.

The roundtable topics for next session will be performance appraisal. Also, special emphasis will be given to legal candidate reduction methods.

Steve Boles indicated that the oral board dimension project is in progress. Jennifer French indicated that WRIB is moving along extremely well. Jurutha Brown passed out some information on the assessment center inventory and on the staff development project.

Rich Joines provided a brief update on the APA standards and chairing the WRIPAC committee that will provide input into APA.

Nominations were opened for the officers for the upcoming 1983-84 year. The nominees were as follows:

President - Steve Boles (San Mateo County)

Vice President - Terry McKinney (City of Phoenix)

Secretary/Recorder - Jennifer French (San Bernardino County)

Treasurer - Jurutha Brown (City of Los Angeles)

SPECIAL PRESENTATIONS

Glen Rock, acting administrator (the State of Nevada Personnel) gave us an overview of the survey that they conducted dealing with how operating administrators view Personnel. The desire to have quality employees was the most important consideration of administrators. This is balanced with the second most important consideration, the speediness or timeliness of the list. Administrators are generally pleased with the increased flexibility that selection specialists have demonstrated over the last few years. Generally, administrators would like to see more stress on the individual position that is vacant as opposed to the broader job class. Some administrators felt that sometimes selection specialists tend to "over examine", the criticality or priority of a position must be evaluated. Administrators generally are extremely concerned with the entry level position. This is particularly true

with the State of Nevada where almost everything beyond the entry level is limited to a promotional basis. Administrators also would prefer to see a closer cooperation between individuals in the selection area and the classification area. They are sometimes confused by the conflicting and contradictory information they receive. The general emphasis of administrators is that the Personnel Selection area should be more concerned with service to the operating officials as opposed to regulation of their activities.

Dave Friedland provided us with an presentation dealing with certification procedures. Dave indicated two recent court cases, Wang vs. Hoffman and Peters vs. Louellen have a direct bearing upon the final selection aspect that is always a part of any certification procedure. Both of these court cases criticize the amount of subjectivity involved in making that final selection decision. Dave reminded us that the basis reason for certification systems was the reaction to the spoils system. The rule of three people is a very limiting process that definitely prevents the abuses of a spoils system but also gives management extremely little choice. Some of the major motivations for a broader certification policies are: management does not like to be extremely limited in its alternatives, a broader certification system can help affirmative action needs, and as a recognition that individual positions in a job class do vary. Dave went on to list the major advantages and disadvantage of various certification systems. These systems use: the rule of three or five people, the rule of three scores or band systems, the rule the list full list certification and three plus three systems. Dave's general conclusion was each of these systems do have some potential advantages and some potential disadvantages. There is probably no best certification system; however, one must weigh and evaluate the alternatives before any system is decided upon.

Respectfully submitted,



Terry McKinney
WRIPAC Secretary/Recorder

TM/lcw/5732p

WRIB UPDATE

During 1983 WRIB has seen major changes in its membership and continued refinement of the content of the bank itself. Since December 1982, WRIB has grown in membership from 27 to 38, and from 16,000 to 21,000 items. The 11 new members are:

State of Iowa
City of Des Moines, IA
City of Reno, NV
City of Colton, CA
City of Santa Ana, CA
City of Torrance, CA
City of Merced, CA
City of Montebello, CA
City of Riverside, CA
City of Santa Monica, CA
Los Angeles Superintendent of Schools, CA

We're very pleased with these new members and think that they will provide excellent resources to the entire WRIB organization as well as, of course, benefiting from WRIB membership themselves. We expect membership to settle around 40 jurisdictions. We anticipate no new efforts to encourage additional members in the foreseeable future.

During this year, a major dissection of the reading comprehension section has taken place. It is felt that this will allow for substantially increased acceptance of these items by examinees. During the coming year it is anticipated that the arithmetic area may undergo a similar dissection.

WRIB has now been operational long enough to allow for evaluation of how well it's working. We're in the initial stages of planning a large scale qualitative review of the items in the bank based on the following:

Psychometric aspects, subject matter expert review, and item analysis history of use.

We know there are some items in the file which should be removed or revised. Therefore, the plan would be to approach a large scale evaluation on a orderly basis. During this same time we also expect to complete a users manual.

We anticipate equipment conversion around Labor Day to allow for adherence to commitments for turnaround and quality control made to members.

If you need up-to-date information on WRIB, contact Ted Darany or Jennifer French at (714)383-3992.

MEDICAL STANDARDS UPDATE

WRIPAC's April, 1983 endorsement of the Medical Standards Project was included in the preface of the Third Edition of the Final Report. Currently, the California Governor's Committee for the Employment of the Handicapped is reviewing the report for possible endorsement.

The San Bernardino County Personnel Division is soliciting contributions for a fall issue of "Medical Standards News." The newsletter will be sent to more than 8,000 corporations and governments throughout the United States and Canada who have expressed an interest in job-related medical standards. Articles may deal with any of the following areas:

- physical fitness testing
- physical performance standards
- disability reduction
- 503/504 or State FEP legal updates
- pre-placement examinations
- other related topics

It is requested that articles not exceed 1,000 words. Submissions should be sent to Gene Carmean, San Bernardino County Personnel, 157 West Fifth Street, San Bernardino, CA 92415. Further information is available by calling (714)383-2859.

PUBLIC SERVICE ASSESSMENT CENTERS

Sponsored by

WRIPAC and NCC IPMA

Presented by

Dennis Joiner of Dennis Joiner & Associates

This workshop is designed for public agency selection analysts/specialists who are interested in improving their knowledge of and skills in development and administering content valid assessment centers for supervisory and management classifications. The course will review current uses of assessment center technology in the public sector, including when and where assessment centers are appropriate. The focus will then turn to the practical issues involved in developing assessment centers: Behaviorial Job Analysis, Defining Behaviorial Dimensions, Development of Job-simulation Exercises, Candidate Orientation, Assessor Training, Scheduling, Scoring and Candidate Feedback.

While this two day course will not result in participants being certified as assessment center administrators, the concepts covered and materials presented will assist all participants in improving their existing selection procedures for supervisory and management classifications. Further, the course will allow a focus for discussion of all practical issues brought to the program by participants.

Format: Lecture, discussion, video taped demonstrations and small group practical exercises.

Test: Handout materials will include examples of the most common types of assessment center exercises, rating forms, score summary worksheets, assessor training aides, schedules, candidate orientation materials and general reading materials. (Cost of materials included in registration fee.)

Instructors: Dennis Joiner of Dennis A. Joiner & Associates has been developing assessment centers for public agencies for the last six years. In addition to conducting and providing workshops on assessment centers, he has published articles and presented papers on his speciality at Regional, National and International congresses and conferences.

Phil Carlin, Employment and Examination Division Manager, City of Tucson, who will assist with the course and particularly with the small group practical exercises, has developed assessment centers, supervised the work of consultants conducting assessment centers, is a frequent presenter of professional personnel conferences and is a Past President of WRIPAC.

Dates: September 27 and 28, 1983 Time: 8:30 a.m.-5:00 p.m. each day

Place: Hilton Hotel, San Francisco International Airport

Cost: \$125.00 includes lunch both days. Advance Registration Only must register before September 22, 1983.

Enrollment is limited: To insure maximum learning and involvement for participants it will be necessary to limit enrollment through a "first come first served procedure". In the event of ties in postmark when the enrollment ceiling is reached, preference will be given to individuals who were turned away from Dennis's Western Region IPMA Assessment Center workshop due to lack of space.

REGISTRATION FORM

Must be received by September 22, 1983

Late Registrations will not be accepted

\$125.00 per person

Name _____ Agency _____

Title _____ City _____ Zip _____

Make check payable to NCC IPMA and mail to: Steve Boles
San Mateo County Personnel Department
590 Hamilton Street
Redwood City, CA 94063

Any questions contact Steve Boles
(415) 363-4337

WRIPAC MEETING AGENDA

September 29, 30, 1983

The Westin Miyako
Japan Center
1625 Post Street
San Francisco, CA 94115

September 29, 1983

8:30 a.m. - 9:00 a.m.

COFFEE

9:00 a.m. - 3:00 p.m.

ROUNDTABLE - Come Prepared!

All participants should plan to report briefly on news worthy events, exams, and issues within their jurisdictions. In addition, our roundtable topic for this meeting will be performance appraisal systems. Each participant should plan to briefly discuss what performance appraisal system(s) is being used; what tie in, if any, exists between those systems and the job analysis system; and what use, if any, is made of those systems in testing. You may want to consider bringing examples of current performance evaluation methods. Each person's presentation should last no more than ten minutes total.

3:00 p.m. - 5:00 p.m.

COMMITTEE MEETINGS

3:00 p.m. - 3:30 p.m. Oral Interview Dimensions
(Steve Boles)

3:30 p.m. - 4:00 p.m. WRIB (Ted, Jennifer)

4:00 p.m. - 4:30 p.m. Staff Development Committee
(Jurutha)

4:30 p.m. - 5:00 p.m. Officers' Meeting (plus Roger
Carey, Phil Carlin, Anita Ford,
Karen Coffee).

6:00 p.m. - ??

Dr. WRIPAC

September 30, 1983

8:30 a.m. - 9:00 a.m.

COFFEE

Training Committee should meet during this time.
This time is available for committees or other small
groups.

9:00 a.m. - 10:30 a.m.

BUSINESS MEETING, BRIEF PRESENTATIONS, AND REPORTS

- Audit Committee report (Anita)
- Financial report (Jurutha)
- Report on assessment center training, September 27, 28, 1983
- Training session, roundtable topic, special presentations for next meeting
- Report on IPMAAC (Karen)
- Update: Standards (Dave Sanchez)

- Committee reports
 - Membership (Terry)
 - Training (Anita, John, Terry)
 - Oral interview dimensions (Steve)
 - WRIB (Ted, Jennifer)
 - Staff Development (Jurutha)
 - Newsletter (Jan)
 - Clearinghouse (Jan)
 - Consortia liason (Betty)
- Information sharing

10:30 a.m. - 12:00 noon

To be announced.

12:00 noon - 1:30 p.m.

LUNCH

1:30 p.m. - 3:00 p.m.

"California State Board of Corrections Selection and Training Standards Project."
AB 3296 (1980) mandated the Board of Corrections to contract for research to validate selection and training standards for entry-level probation, juvenile institution and jail/adult institution positions. The Board selected Personnel Decisions, Inc. (PDI) to perform the necessary research to establish job-related selection and training standards to be recommended at the end of the two-year project.

A representative from PDI will be at the meeting to discuss the purpose, scope and progress of the study and will be available to answer questions concerning individual agency and statewide impact.

3:15 p.m. - 4:45 p.m.

"Legal Candidate Reduction Strategies". Ken Kruger of the Commission on Peace Officer Standards and Training will discuss methods of candidate reduction used by various agencies and the court posture toward those strategies based on the guidelines.