

## Hire the whole person

### Why do we test?

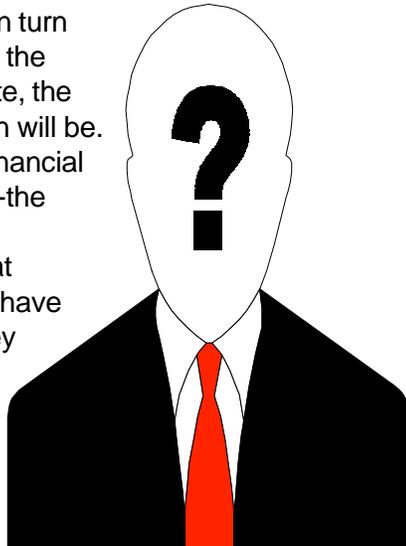
**A**lthough the state is mandated by law to test all applicants for state employment, employment testing also helps identify the most qualified candidate. This, in turn saves the state money, i.e. the more qualified the candidate, the more productive the person will be. Therefore, the state gets financial value out of its investment -the employee.

Research has shown that employment interviews do have some benefit, however, they are not as effective in identifying the most qualified applicant. "Job related tests are generally two or three times more effective than typical employment interviewing", says Dr. Pamela Libby of HRBC's staffing services.

HRBC exams are pass/fail, and agencies may hire any candidate that passes an exam. However, the test scores are still considered valuable. Higher scores are predictive of higher job performance and should be considered in addition to such factors as past job performance, recommendations, attendance history and specialized skills. Libby affirms that, "Structured interviewing can enhance the screening process if they follow job related employment testing."

HRBC is currently looking into developing a "Work Orientation Assessment Test" that would supplement traditional employment testing. This new tool would assess characteristics such as adaptability, honesty, integrity, customer service, and would assist in giving a more complete picture of the individual.

In today's work world where technology, competition and



*See testing on page 2*

## Career Power

**M**onitoring your career can be a tricky thing to do. Do you have the right tools to help your career grow? What are the right tools? Where do you get them?

Enter the Career Power training seminars that began this month at DAS. Nina Davit of HRBC's Strategic Planning and Workforce Development Unit has introduced a unique opportunity for DAS employees. "The phrase 'Career Power' is limiting," said Davit, "It's really 'Life Power.'" Through a

*See career on page 2*

## Contents

<b>The whole person.....</b>	<b>p. 1</b>
<b>Career Power.....</b>	<b>p.1</b>
<b>CT IMS.....</b>	<b>p.2</b>
<b>HRBC in DC.....</b>	<b>p.3</b>
<b>Testing.....</b>	<b>p.3</b>
<b>News and Notes.....</b>	<b>p.4</b>

**Career power continued**

number of customized activities, discussions, assessment and feedback tools, employees can get a better picture of what is important to them not only in their career, but in their lives as well. Right now managers have been trained on the Career Power techniques, as well as coaching tips to help employees address their Career Power questions. "Work is such a big part of our everyday lives that the two quickly meld together. Sometimes, I think my co-workers are my family and I treat my family like customers," joked Davit.

The activities and discussions are structured to evaluate and assess those things which are critical to an employee's professional success. An employee may have the desire to grow and/or advance in his/her career, but may not have the tools or know how to accomplish the task. Career Power is a tool designed to show them the way. In addition, Career Power is designed to help employees become more effective and versatile in the work that they currently perform, helping them develop an

approach to their job that enhances professional satisfaction and productivity. Davit says, "Career Power is a win-win for everyone involved - the individual, their manager, and DAS."

"Fifteen minutes out of training and I was using what I had learned," said Dr. Pam Libby of HRBC. "A co-worker had approached me with a question concerning her career, and I was able to coach her through with some positive feedback and suggest some initiatives she might take."

# CT IMS has class

*Continuing education for employees is key to success*

The Department of Administrative Services Human Resources Business Center (DAS/HRBC) continues its efforts to make training and education services more accessible to customers. HRBC's Strategic Planning and Workforce Development Unit looks to identify vendors that provide quality professional development programs which meet the training needs of state employees and their agencies. Rather than work through a "middleman", vendors now work directly with customers.

"Bringing customers into direct contact with vendors has two very important benefits," said Unit Director Judy Resnick. "By eliminating unnecessary steps and administrative handoffs, the process becomes more efficient and linking the customer directly to the vendor encourages ongoing communication and continuous improvement."

Usually found only in the private sector, the Connecticut Institute for Management Studies (CT IMS) expanded its customer base to include the State of Connecticut in 1997. Until January of this year, the program was administered by DAS. Effective January 2, 1999 CT IMS will be providing its services directly to CT's state agencies.

CT IMS has 25 years of experience in offering high quality training to management and executive personnel. The 1999 course schedule includes: Thriving in Turbulent Times: The Manager's Role in Boosting Innovation; Service and Teamwork; Benchmarking Best Practices: The Key to Continuous Improvement; and Keeping Score: Linking Performance Matrices to Key Success Factors. For more information on CT IMS classes and their schedules, contact your agency Training Approval Officer or Judy Resnick at (860)713-5189.

**Testing continued**

customer service needs are growing, organizations are ever changing. The most qualified employee must be able to adapt to this changing environment. In addition, resource deployment has pushed HRBC to accept the notion of "Do more with less." Therefore, says Libby, "You want to hire the person who's going to grow with your organization. The emphasis on technical competence is no longer enough; the individual must also possess personal attributes that are associated with job success."

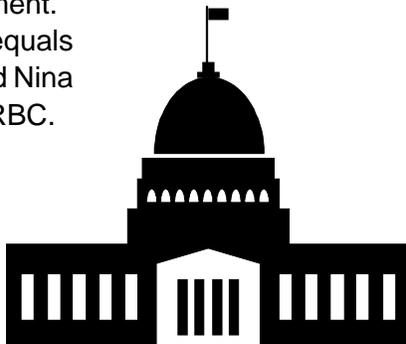
Testing the "whole person" should result in a decrease in training costs, turnover and lost time, and an increase in employee job satisfaction and morale as well as assist in identifying counterproductive behaviors. Screening for personal attributes as well as technical skills will save the state money and ensure that the most qualified individual is hired.

# HRBC in DC

In late November, a group of HRBC professionals ventured down to Washington, DC, for a two-day seminar on competencies in the workplace. The seminar dealt mainly with assessing competencies and their economic impact related to work productivity. Much of the session concentrated on an organization's return on investment.

"Competency equals productivity," said Nina Davit of DAS' HRBC.

"If you have the necessary skills for the job then your productivity will increase."



Another topic of discussion was job satisfaction. Simply stated, if employees are more proficient in their job skills, they will have higher productivity. "And this is what our unit is striving for," said Davit, "We're trying to educate and train our employees so they are confident in their competencies and confident in their jobs."

## WHERE'S THE APC?

The next Agency Personnel Council meeting will be held February 16 at the Department of Public Safety (DPS) training room. The DPS is located in Middletown at exit 20 off Rt. 91. These meetings are held on the third Tuesday of each month. If you would like to be added to the agenda distribution list, contact Lori Kolakowski at (860) 713-5176 or email: [lori.kolakowski@po.state.ct.us](mailto:lori.kolakowski@po.state.ct.us)

## ADA Training Schedule

The following dates are all full-day sessions. Each training seminar will cover: Definition of Disability, Essential Functions and Reasonable Accommodations, Medical Examinations and Disability-Related Inquiries, and Direct Threat.

<b>February 11</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>February 23</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>March 16</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>March 11</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>March 25</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>April 13</b>	<b>8:30 a.m. to 4:15 p.m.</b>
<b>April 20</b>	<b>8:30 a.m. to 4:15 p.m.</b>

Each training session will be held at the State Office Building, 165 Capitol Avenue. The training session is \$85.00, payable to Treasurer - State of Connecticut. Transfer invoices are also accepted.

**For more information contact  
Suzanne Liquerman at  
860-713-5057**

## Positive Testing

Don't worry, this isn't a test you need to study for. The Department of Administrative Services' Strategic Planning and Workforce Development Unit will be administering the new Connecticut Commercial Drivers License (CDL) Drug and Alcohol Testing Program. The new vendor, The Newport Alliance, has run similar contracts for the Commonwealth of Pennsylvania and the New York State Office of General Services.

"We're really confident of our choice of vendors," said Cheryl Welton, contract manager. "They have an excellent track record and will be saving the state quite a bit of money." Welton will also act as the liaison and central coordinator between state agencies and The Newport Alliance.

Last month, Welton sent out a notification to agencies stating the purpose and objectives of the program. If you have not been contacted by her and have CDL employees that need information on the program, call her at (860) 713-5246.

# News and Notes

*Helpful information for the HR professional*

## You don't need an abacus anymore

The Salary Compensation Manual is now available. These manuals provide professionals with a step-by-step guide for computing salary adjustments. Manuals address such topics as promotions, voluntary demotions, reassignments, and how to calculate the correlating change in salary. The manuals are available for those agencies that did not have a representative pick them up at the Agency Personnel Council meeting in either November or December. Only one manual per agency is allowed. Please contact Lori Kolakowski at (860) 713-5176 or email: [lori.kolakowski@po.state.ct.us](mailto:lori.kolakowski@po.state.ct.us) to arrange a pickup time.

## F.Y.I.

The Human Resources Business Center Personnel Assessment and Staffing Services office announces that two new **promotional** exams - Processing Technician and Administrative Assistant - have been put on continuous recruitment.

Two new **open competitive** exams have also been put on continuous recruitment: Financial Clerk (also to be used to fill Accounting Clerk positions), and Social Work Supervisor (for DCF only).

It is HRBC's goal to provide assessment and staffing services that are proactive and support the human resources needs of their customers needs.

 <b>CONNECTIONS</b>	
<b>John McKay</b> <i>Editor</i>	<b>John G. Rowland</b> <i>Governor</i>
	<b>Barbara A. Waters</b> <i>Commissioner</i>

**DAS** Human Resources Business Center  
165 Capitol Avenue  
Hartford, CT 06106