



January 22, 2020

The USA Hire Working Group meeting will begin shortly.

Please log in to Adobe Connect prior to calling in so that your name is tied to your phone number

Audio Conference Options:

- **Dial-out [Receive a call from the meeting] – Preferred Method**

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Agenda

- Assessment Testing Windows
- USA Staffing Update
- Assessment Strategy Part 2: Types of Assessments



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Use the Chat feature in Adobe Connect to pose questions to the presenters.



Assessment Testing Windows

Presenter: Scotty Gray, Business Analyst, USA Staffing

- **Defined Testing Window Options:**
 - **Default Testing Window:** USA Staffing determines this window based on the announcement open and close dates
 - **Custom Testing Window:** HR user inputs a custom window

Define USA Hire Testing Window

Indicate the time period to complete assessments. A default window will be assigned if custom values are not entered.

Assessment Window Type:

Defined Window (Set Dates) Dynamic Window (Set Days)

Assessment Window:

Assessment Start Date: 4/6/2019

Assessment End Date: 4/8/2019

Save & Close Cancel



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Assessment Testing Windows

Presenter: Scotty Gray, Business Analyst, USA Staffing

- **Guidance for Using for Dynamic Windows:**
 - Used for certain custom assessments only
 - Not to be used with standard assessments
 - USA Hire User Guide has updated information available on this functionality in Appendix F.

Appendix F: Advanced USA Hire Functionality

Advanced functionality is available for users with unique situations as identified below.

Dynamic Assessment Testing Windows

Dynamic Assessment Testing Windows is an option designed to meet the needs of specific custom assessment processes. This functionality should not be used with the USA Hire Standard Assessments. If an assessment w



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USA Staffing Development Update

Presenter: Scotty Gray, Business Analyst, USA Staffing

7 Dec

In USA Staffing Production Environment

- **Custom USA Hire:** Dynamic Assessment Testing Windows
- **Reasonable Accommodation:** Updated RA question text

11 Jan

In USA Staffing Production Environment

- **Technical Performance:** Improved processing speed and volume
- **Usability:** USA Hire Assessment 'Assessment Import' experience



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USA Staffing Development Update

TBD

Currently In Development

- **Reasonable Accommodation:**
 - Add additional RA eligibility adjudication types
 - Check for RA score reuse at application
- **Usability:** Add validations and warnings when USA Hire is not used for all grade levels
- **Applicant Rating:** When USAH is combined with Manual Assessment(s), move applicants who do not complete USAH assessments into IOIM after assessment window closes.

TBD

In Planning

- **Reasonable Accommodation:**
 - RA Helpdesk Instance
 - Auto-generate Helpdesk Ticket when RA is claimed
- **Applicant Rating:** Speed up rating calculation when both USAH and AQs are combined requiring a standardized final rating.



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Assessment Strategy

Presenter: Michael Blair, Lead Personnel Research Psychologist, AEB

- Second in a series of sessions on assessment strategy
- Today
 - Developing Your Assessment Strategy
Part 2: Types of Assessments



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Summary of Part 1

Aka, what you may have missed in November

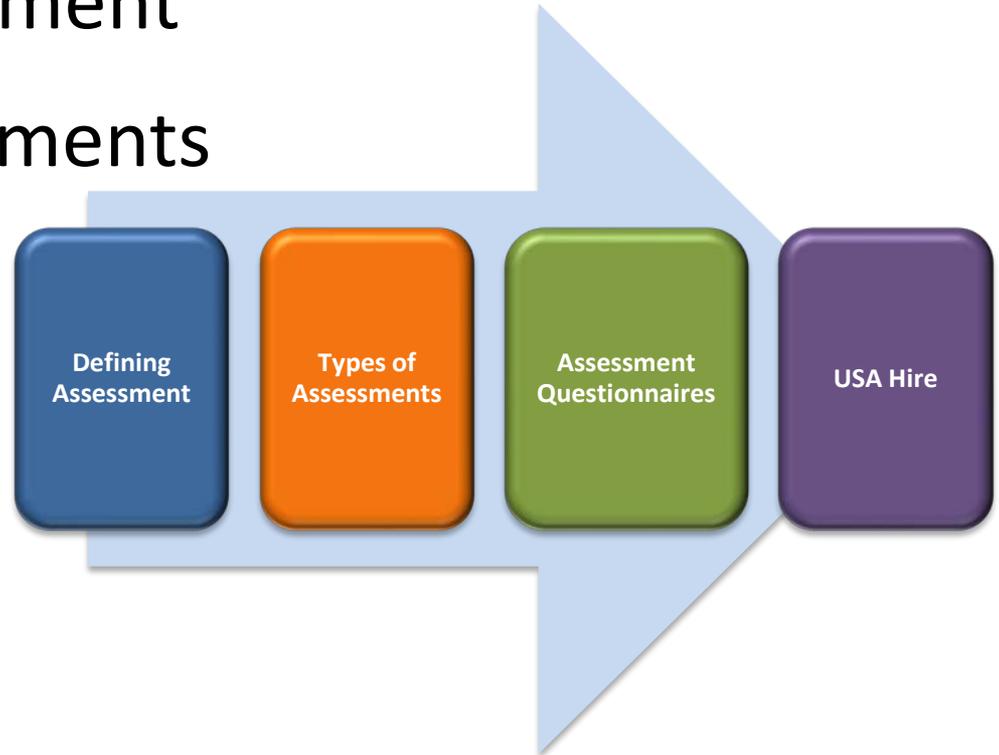
- In part 1, we discussed questions and considerations when developing your assessment strategy
- Focus was on four areas:
 - Context
 - Stakeholders
 - Content
 - Process
- The slides and replay of Part 1 are available on the [USA Hire Resource Center](#)
 - [November working group slides](#)
 - [November working group replay](#)



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- Defining Assessment
- Types of Assessments
- AQs:
 - A focused look
- USA Hire
 - A focused look



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Defining Assessment

- Assessment
 - A systematic approach to gathering information about individuals
 - Used to make selection, promotion, or other career-related decisions
- Assessment Tool
 - Any procedure used to measure an individual's employment or career-related qualifications and interests
 - Includes objective, subjective, and projective measures
- Assessment Strategy
 - Plan for designing and implementing one or more assessment tools for an organization, occupation, or a specific situation



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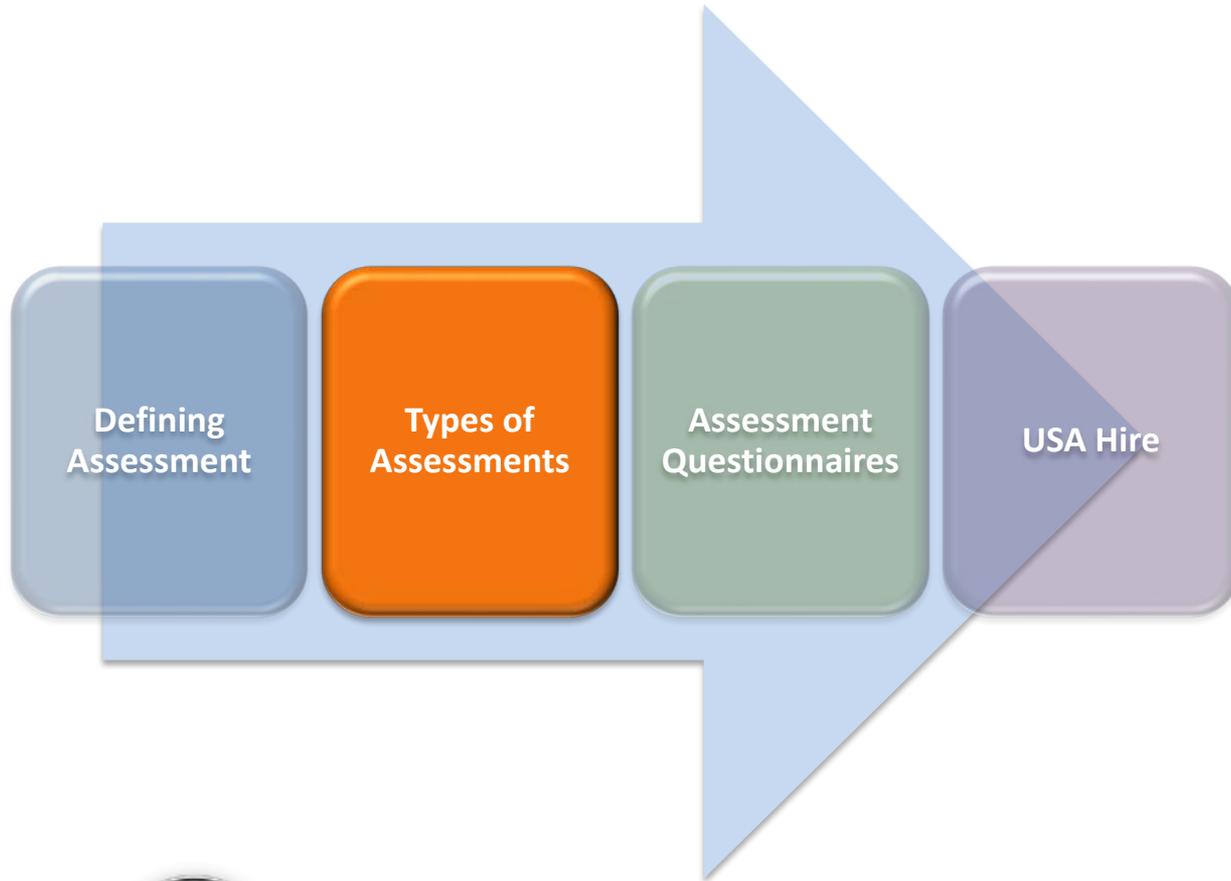
Defining Good Assessment

- Reliability
 - How well an assessment measures a characteristic
 - Produces dependable, repeatable, and consistent information
 - Reliability ranges from 0 to 1
 - *Good* reliability is .80 to .89, *Excellent* reliability is .90 and above
- Validity
 - What is measured and how well it is measured
 - Degree to which an assessment accurately predicts an outcome
 - Validity ranges from 0 to 1
 - *Useful* assessments have validities in the .20 to .60 range



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Types of Assessments

- Assessment Questionnaires
 - Task- and/or competency-based self-report questionnaire used to screen and rank applicants based on their job-related training and experience
- Job Knowledge or Technical Skills Tests
 - Evaluate job knowledge, technical skills, or professional expertise in job specific competency areas
- Cognitive Ability Tests
 - Assess abilities involved in thinking (e.g., reasoning, memory, verbal and mathematical ability, problem solving)



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Types of Assessments

- Situational Judgment Tests
 - Assess decision making and other competencies by presenting applicants with a job-related problem or situation and asking them to identify their most and least likely courses of action
- Non-Cognitive and Biographical Assessments
 - Assess personality attributes, attitudes, experiences, interests, skills, and abilities validated as predictors of overall performance for a given occupation
- Work Sample Assessments
 - Evaluate an applicant's ability to perform tasks or work activities that mirror the tasks employees perform on the job



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Types of Assessments

- Assessment Centers
 - Assess multiple competencies by requiring applicants to complete a series of exercises that simulate situations, problems and tasks from the job
- Writing Assessments
 - Writing skills tests focus on general aspects such as grammar and communicating information in a succinct and organized manner
 - Work sample writing tests require applicants to produce writing samples that are similar to those produced on the job
- Structured Interview Assessments
 - Require applicants to respond to a set of standardized questions, linked to a job-relevant competencies, in which rating scales and benchmarks provide consistent guidelines for scoring



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Validity of Common Assessment Types

Assessment Type	Validity
Work sample	.54
Cognitive ability	.51
Structured Interviews	.51
Job knowledge / technical skills	.48
Assessment centers	.37
Non-cognitive / biographical	.35
Situational judgement	.34
Assessment questionnaires	.10 to .30*

*Estimate based on similar types of assessments (e.g., training & experience questionnaires, education, years on the job)



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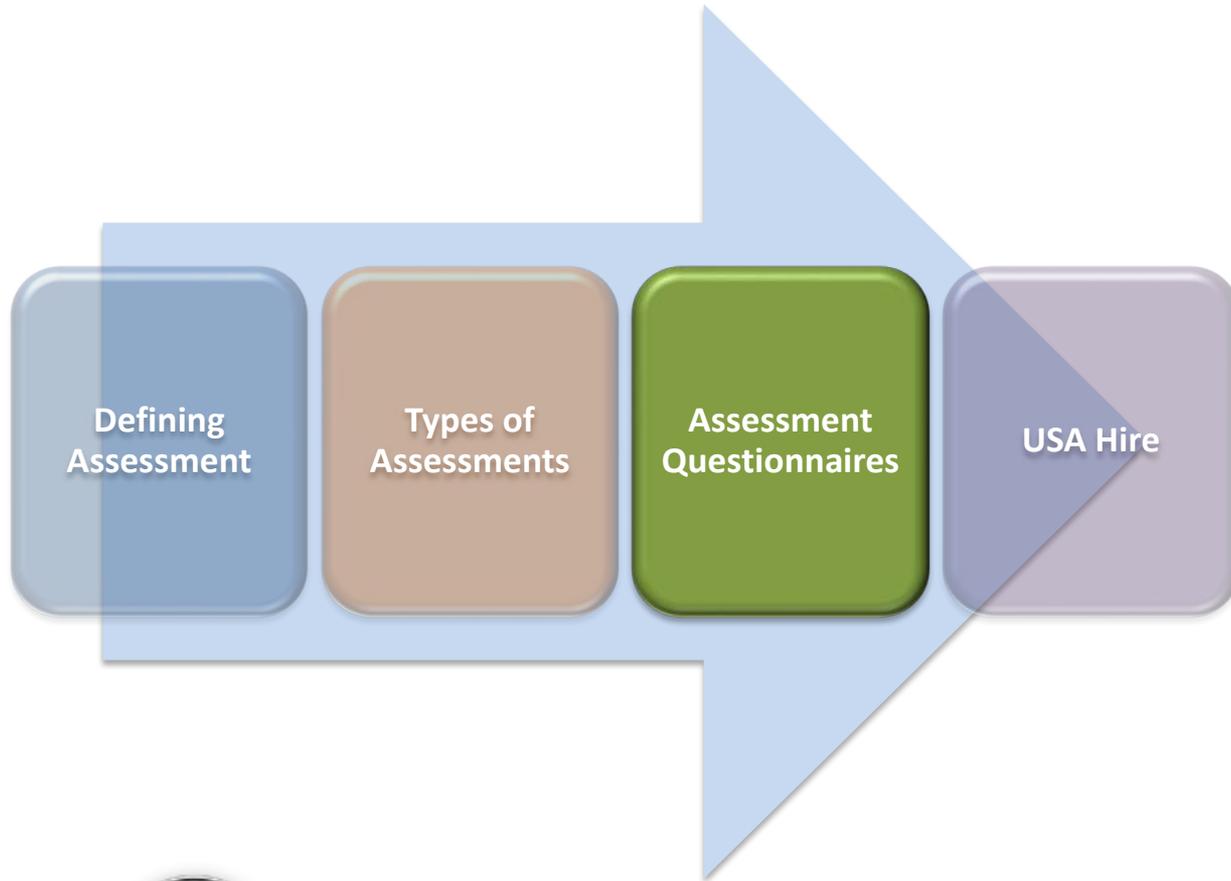
Incremental Validity

- *“The improvement obtained by adding a particular procedure or technique to an existing combination of assessment methods”* American Psychological Association
 - Incremental validity reflects the value of combining assessments to meet your hiring needs
- Two key concepts about incremental validity
 1. It is not an additive relationship. Adding a non-cognitive test to a cognitive test results in a validity of about .60, not .86
 2. “Need” is key to understanding the value of incremental validity
 - If the need is to hire quickly, the incremental validity may be different than if the need is to hire top performers



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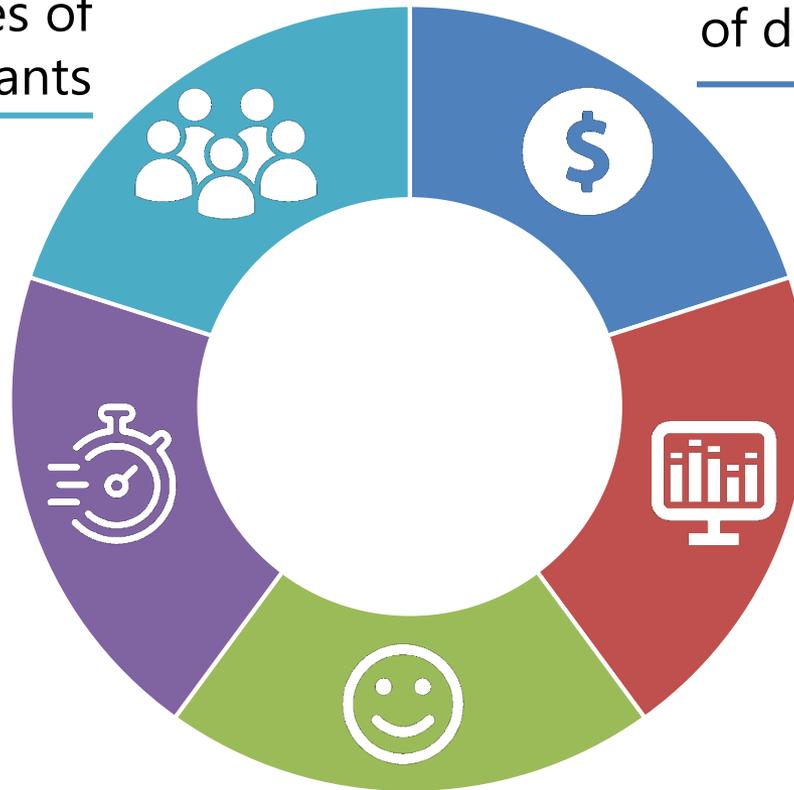
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Benefits of Assessment Questionnaires

Easily administered
to large volumes of
applicants

Low cost & ease
of development



Speed to fill
positions

Range of
competencies
assessed

Applicant
acceptance



AQ Challenges & Considerations

- Applicant response inflation
- Lower validity compared to many other assessment tools
- Potential for lack of meaningful distinction among candidates
- Less suitable for entry-level and unspecialized positions
- Development time and subject matter expert (SME) involvement required to increase validity and usefulness
- Not recommended as the only assessment tool



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AQ Recommended Best Practices

Begin with a quality job analysis

Craft high impact questions that differentiate among applicants

Involve subject matter experts in the development and review process

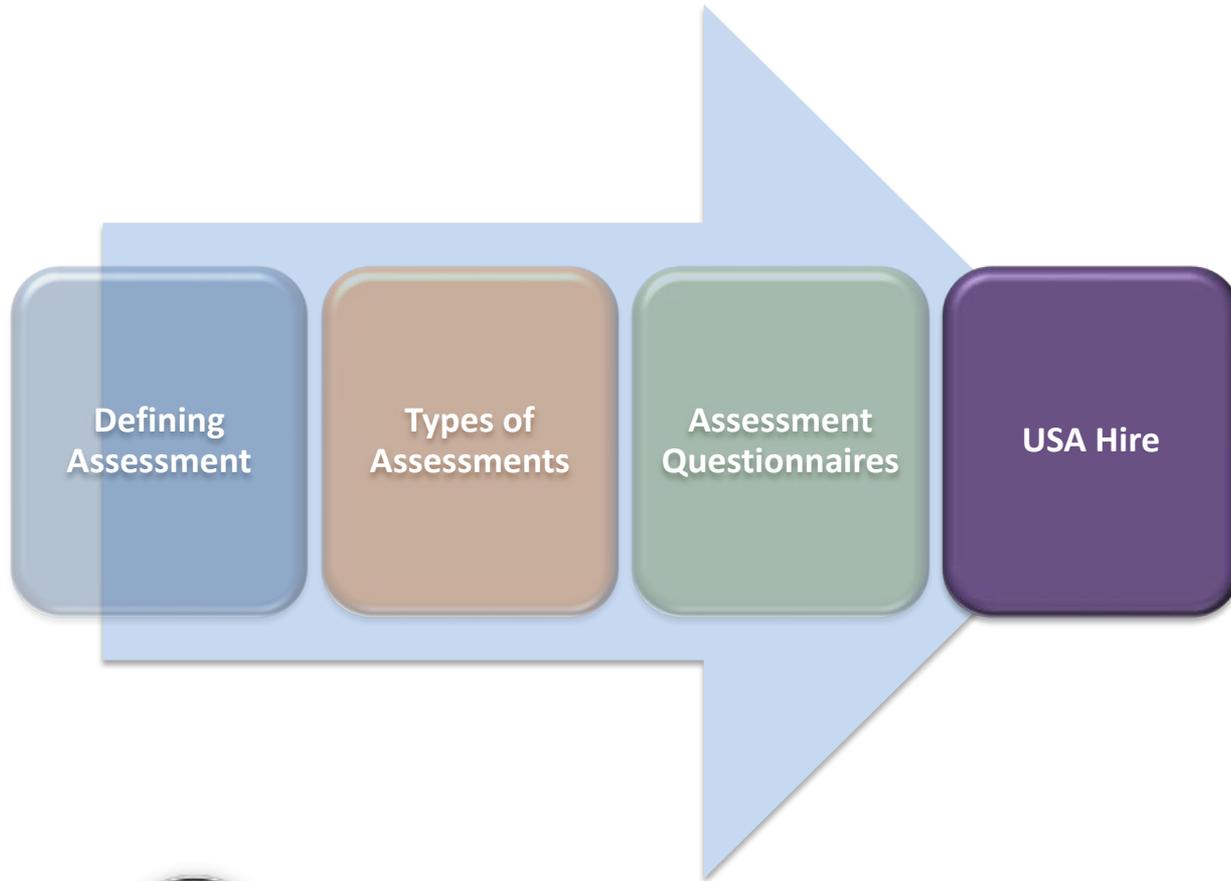
Follow a competency-based approach

Develop specific, observable, behavioral, and verifiable items using the item writing formula:
Action Verb + Direct Object + Qualifying Statement

Identify or create a rating scale that is appropriate for the item

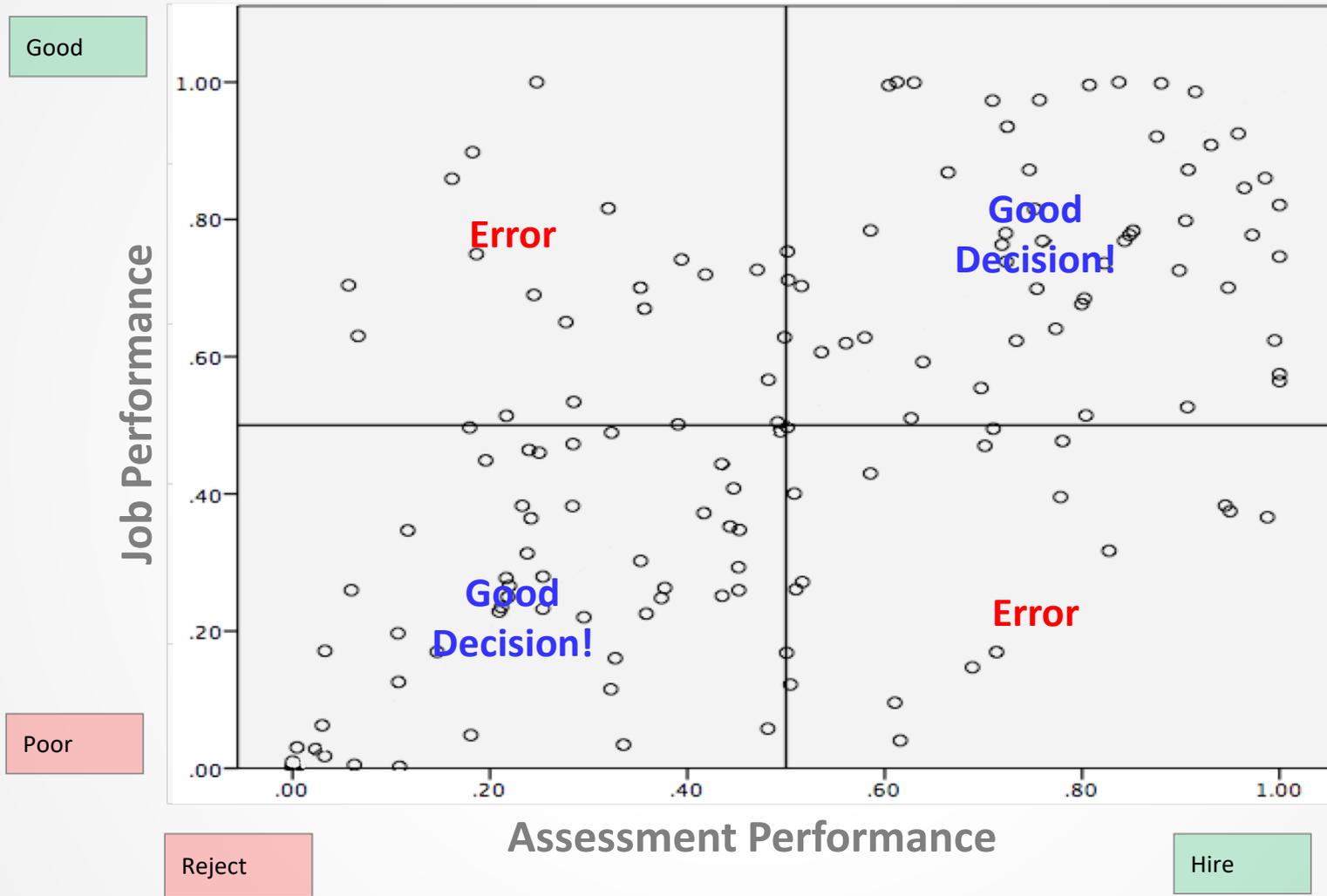
Identify methods to mitigate applicant inflation

Combine with another appropriate assessment



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Access Quality Online Assessments

Standard



- ✓ 118 job series
- ✓ General competencies
- ✓ Off the shelf
- ✓ Specific to series/grade

Premium



- ✓ Writing
- ✓ Supervisory/Executive
- ✓ Project management
- ✓ 1801/1802 Job Series

Custom



- ✓ Agency-specific
- ✓ Mission critical
- ✓ New content

- USA Hire assessments are competency-based and designed to measure critical general competencies a person needs to have at the time of hire to perform the job successfully
- USA Hire Standard assessment batteries are composed of a combination of cognitive ability tests, non-cognitive / biographical tests, and situational judgement tests
- USA Hire premium assessments include work sample tests, non-cognitive / biographical tests, and situational judgement tests
- USA Custom assessments can be tailored to the needs of the agency and position

Standard USA Hire includes cut scores for 12 series - applicants must achieve a minimum level of proficiency to move forward in the process

USA Hire has assessed 1,000,000+ applicants for over 12,000 job announcements since 2011



Benefits of USA Hire

Easily administered
to large volumes of
applicants



Ease of deployment
with moderate cost



Quality &
speed of hire



Range of general
competencies
assessed



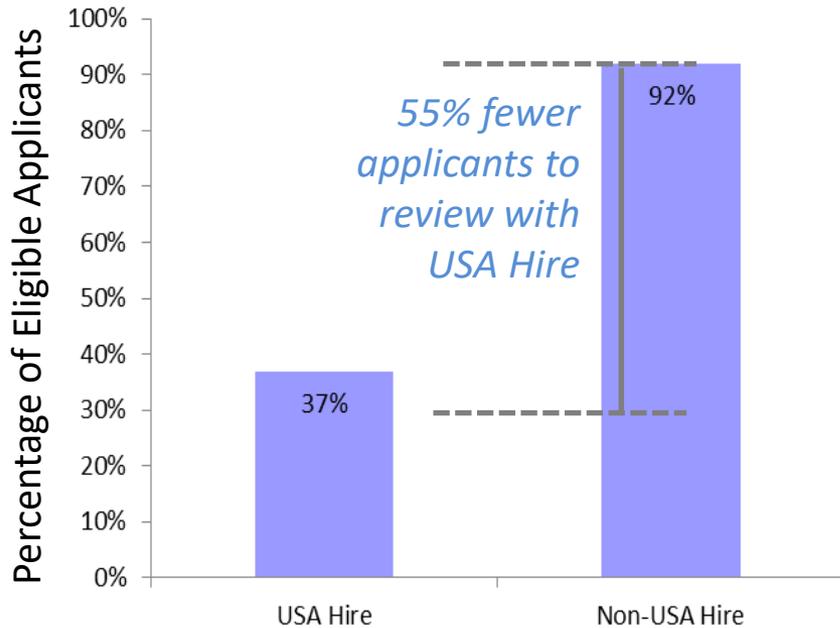
Applicant
satisfaction



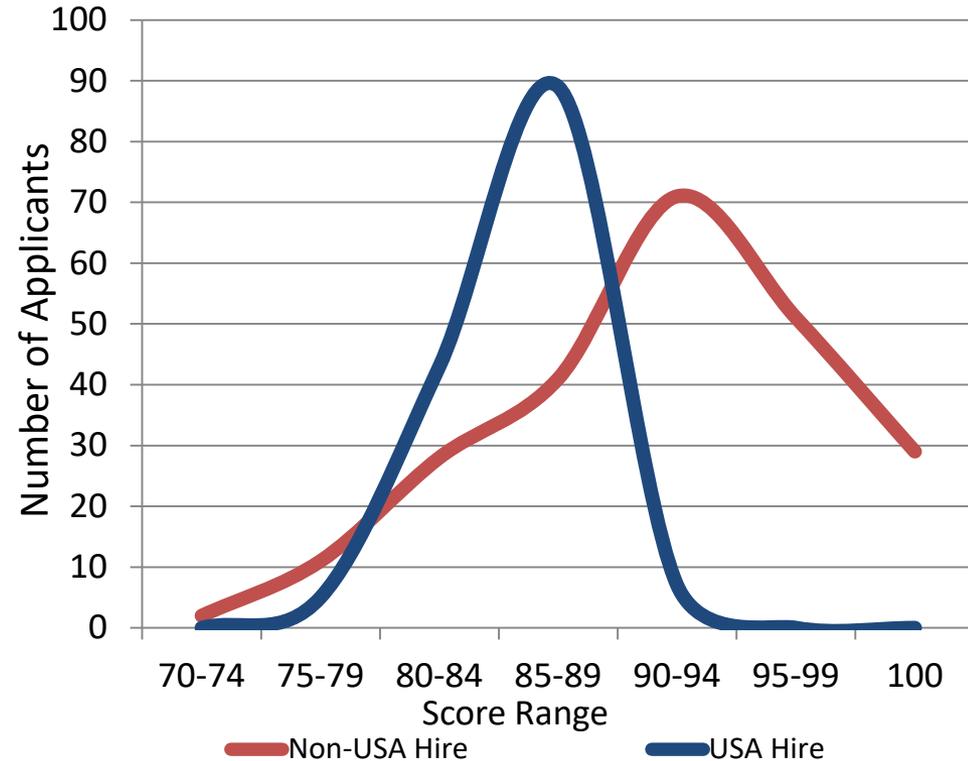


Case Study: USA Hire vs. Non USA Hire

% Eligible and Best Qualified After USA Hire/Non-USA Hire Assessment



USA Hire/Non-USA Hire Score Distribution



Findings: USA Hire results in significantly fewer applicants for HR review, **reducing the time required to review applicants by 10 hours.**

USA Hire provides a **more 'normal' score distribution**, as opposed to the self-assessment, which tends to skew at the high end of the range.



USA Hire Challenges & Considerations

- Measures general competencies, not job-specific and/or technical competencies
- Requires first-time applicants to complete a 1-2 hour assessment battery (USA Hire Standard)
- Cut scores are not available for all series (USA Hire Standard)
- Potentially less suitable for hard to fill positions, low volume JOAs, and highly specialized positions
- Not recommended as the only assessment tool



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USA Hire Recommended Best Practices

Begin with a quality job analysis and follow a competency-based approach

Understand the area of consideration - DE, Merit Promotion, Direct Hire etc. - and the potential impact (e.g., applicant pool, bargaining unit)

Consider the end goal and the incremental value an assessment will provide

Combine with another appropriate assessment (e.g., technical skill measure)

Determine if the position is supervisory or non-supervisory and use the appropriate assessment (USA Hire Standard is for non-supervisory only)

Consider the expected applicant pool in the decision process to use USA Hire

Be aware of whether a cut score is used for the USA Hire assessment

Determine the weighting for each of the assessments



Next Time on Developing Your Assessment Strategy...

- Combining assessments for the “whole person” approach to selection
- Assessments approaches for entry-level, mid-level, and senior level positions
- Assessment approaches for common hiring situations (e.g., direct hire, merit promotion)
- Have a question or topic you want covered?
 - Contact Michael Blair or Sharon Wilborn



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USA Hire Support

Presenter: Sharon Wilborn, Lead for Customer Outreach, USA Hire

- USA Hire can help support your agency by:
 - Supporting development of your assessment strategy
 - Consulting on implementation challenges
 - Addressing training needs
 - Contact: Sharon.Wilborn@opm.gov



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