



Assess for Success



CONNECTING  TOP TALENT

Improve the Selection Process with Effective Assessments



The Hiring Manager's Challenge

As any hiring official will attest, filling a vacant position is one of the most important parts of their job. However, determining who is best for the job can be challenging. There are several stages in the assessment process and strong collaboration between the Hiring Manager and the HR Specialist ensures the best hire.

Understanding the steps in the hiring process – as well as the opportunities to provide input on the strategies and tools used – is essential for ensuring that hiring managers are able to identify the best talent for their positions.

Improve the Selection Process with Effective Assessments

The Scenario



Carla, a hiring manager, has a position to fill after a member of her team retired. The position is a Public Affairs Specialist, 1035. This GS-13 full performance position will have significant responsibility to manage the creation and dissemination of agency communications within a diverse, bilingual community.

Carla is aware that **finding someone who can meet the unique requirements of her job will be a challenge**, and she wants to do everything she can to get it right. She has been meeting regularly with her Human Resources (HR) Specialist, Amy, to discuss her needs, develop the hiring plan, and complete the pre-work required before issuing her Job Opportunity Announcement (JOA) to the public.

This scenario represents one way to assess applicants. Please refer to the [Delegated Examining Operations Handbook](#) for additional information.

Improve the Selection Process with Effective Assessments

Key roles of the hiring manager

As a hiring manager, Carla has a number of roles to assume in the hiring process. Most of these steps are completed prior to posting the JOA.

Carla has been working closely with Amy to prepare to fill her position by updating the position description, completing a [job analysis](#), and identifying the critical competencies that need to be evaluated. She has reviewed the occupational questionnaire and helped prepare a writing assessment as well as a structured interview.

1. Develop the Plan & Certify the Position Description

2. Participate in the Job Analysis

3. Develop the Recruitment Plan

4. Participate in Assessment Development

5. Create a Structured Interview

6. Evaluate the Outcome

Hiring Mythbuster

MYTH:

Hiring managers should refrain from getting too involved in their hiring actions to avoid any appearance of impropriety in the hiring process.

FACT:

There are many ways that hiring managers can and should be involved in the hiring process to help ensure a great outcome. This includes working closely with HR before the job opportunity announcement (JOA) is even posted to:

- ensure the position description is accurate and up-to-date;
- complete a [job analysis](#) to identify the critical competencies needed in the job;
- participate in identifying/developing the assessment tool that will be used to evaluate candidates;
- develop a recruiting strategy; and
- ensure that the JOA accurately describes the duties of the job and competencies and experience required in an easy-to-understand and appealing manner.

After the applicants are assessed and the referral list is issued, the hiring manager should actively engage in interviewing top candidates and making the selection.

Improve the Selection Process with Effective Assessments

What's next?

The Job Opportunity Announcement was posted, and has now closed. Carla is eager to find out when she can expect to receive her list of candidates. She calls Amy to find out next steps.

It is the selection phase of the hiring process that many hiring managers have questions about. What are the steps that are taken to reach the final list of best qualified candidates?

The following slides describe the steps that Amy will complete to finalize the list of best qualified candidates to send to Carla for her consideration.



Screen for Minimum Qualifications

Amy begins to review the applicant's responses to the occupational questionnaire. Amy applies the 1035 qualification standard. Amy identifies the applicants who meet the minimum qualifications for the position and can move on in the process. Applicants who do not meet the minimum qualifications are notified by Amy.



DID YOU KNOW...

You can use an [Occupational questionnaire](#) (OQ) to screen on minimum qualifications, conditions of employment, selective factors, and apply quality ranking factors that were identified during the planning phase.

Apply Additional Qualification Factors

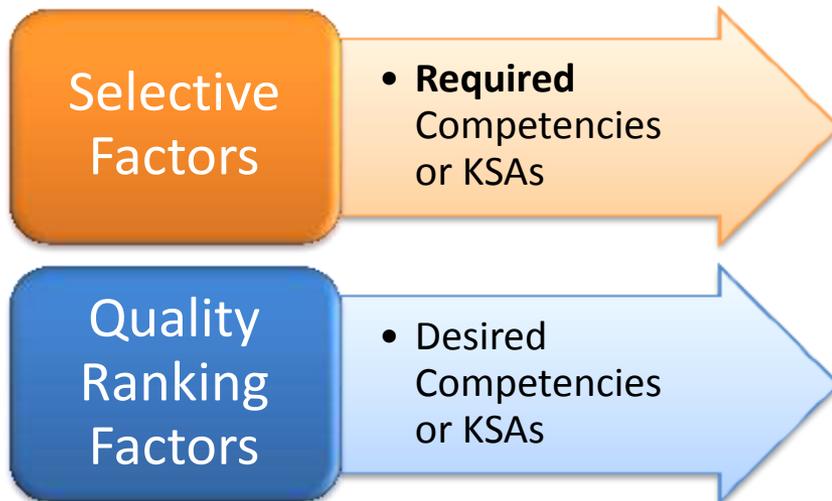
Next, Amy applied the selective factor, the ability to speak and write in Spanish, that was identified during the planning stages with Carla. This selective factor becomes part of the minimum qualifications determination. A question on the selective factor was included in the Occupational Questionnaire, which Amy reviews to identify the applicants who do or do not meet the requirements. Applicants who do not meet the requirements are notified by Amy.



DID YOU KNOW...

Selective vs. Quality Ranking Factors:

- [Selective Factors](#) are essential for successful performance in a position and are part of the minimum qualifications determination
- [Quality Ranking Factors](#) enhance performance in a position



Applicant Assessment

The next step is to assess those applicants who successfully met the minimum qualifications and selective factor requirements. In the planning stages Amy and Carla utilized OPM's [Assessment Decision Tool](#) to determine the most appropriate and cost effective assessment to assess the competency of Written Communication.

The Assessment to be used is a writing sample, consistent with the selective factor. The writing sample requires applicants to prepare a news release, in both English and Spanish, to promote a new agency program.

A panel of three subject matter experts reviewed and rated the work samples against a set of pre-determined criteria.



QUICK TIP



Designing an assessment strategy that uses more than one assessment can help you gather additional information about an applicant, which can create a more complete picture of his or her talents, improving the validity of the assessment process.

Assessment Mythbuster

MYTH:

Rating and ranking applicants (applying an assessment) can only be done by qualified HR staff.

FACT:

It is entirely appropriate (and encouraged!) to use Subject Matter Experts outside of HR to rate and rank applicants and determine the most highly qualified candidates for a position. The use of SME's can be particularly helpful when evaluating candidates for highly technical or uncommon positions. A Subject Matter Expert often has experience, technical insights and understanding about a job that can help them more effectively assess an applicant's qualifications and experience. Note that hiring managers shouldn't serve as SME's to rate and rank candidates for jobs within their organization (to preserve objectivity in the process), the decision to use SMEs and how they will be used must be made before the announcement is opened, as part of the assessment development stage for the announcement, and SME reviews should be coordinated and overseen by the HR specialist to ensure that agency procedural and policy requirements are met.

Apply Category Rating

After the assessment, Amy is ready to apply the category rating criteria that she and Carla established during the planning phases. Amy reviews the applicants' scores on the assessments and places them into one of the three categories. Only those applicants who are placed in the top category will be referred to Carla for consideration.



Under [Category Rating](#), candidates are placed into one of two or more pre-determined categories.

Veterans' Preference

Next, Amy applies Veterans' Preference prior to finalizing the list of best-qualified candidates for Carla.

- All qualified [CPS/CP Veterans](#) are moved to the very top quality category
- All qualified [TP Veterans](#) go to the top of their quality category
- Veterans must be considered first, and if not selected, the agency must follow the proper passover procedures

Certification

As the final step, Amy certifies the best-qualified candidates and delivers the list of ten eligibles to Carla for consideration.



Hiring Manager's Final Selection

SUCCESS!



Carla reviewed the résumés of her Best Qualified candidates. To help her make her final decision, she had her team conduct a [structured interview](#) panel for the ten finalists, followed by Carla completing [reference checks](#) of her top three choices. Carla decided to make an offer to Marcos, who has become a successful member of her team.



Assessment Background and Context



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Course Objectives

- Provide a broad overview of assessment goals
- Outline current and emerging assessment options and models
- Identify steps and variables to consider when developing an assessment strategy
- Discuss implementation issues and considerations

Agenda

- ❑ Assessment Background and Context
- ❑ Assessment Models and Options
- ❑ Building an Assessment Strategy
- ❑ Implementing New Assessments
- ❑ Resources and Conclusion

Assessment Background & Context

Defining the Terms

- **Assessment:** a systematic approach to gathering information about individuals; this information is used to make employment or career-related decisions about applicants and employees
- **Assessment Tool:** any test or procedure (for example, ability test, structured interview, work sample) used to measure an individual's employment or career-related qualifications and interests
- **Assessment Strategy:** an established plan for designing and implementing one or more assessment tools for an organization, occupation, or a specific situation

U.S. Department of Labor, *Testing and Assessment: An Employer's Guide to Good Practices*, 2000

Barriers to Effective Assessment

- Lack of clarity around certain policies and procedures
- Lack of collaboration among key players in the Federal hiring process
- Lack of assessment knowledge and expertise
- Lack of time and resources to invest in better assessments
- Lack of meaningful data to evaluate effectiveness of assessments

The Importance of Effective Assessment

- Increases the likelihood of hiring employees who possess the right competencies and will contribute to agency success
- Results in hiring, placing, and promoting greater numbers of superior performers
- Results in reduced turnover

The Importance of Effective Assessment

- Results in cost savings to the organization
 - A poor hire is estimated to cost 2-3 times their salary
 - A good hire results in lower training and performance management costs
- Decreases the likelihood of a bad hire and the associated consequences, such as:
 - Poor work quality
 - Dissatisfied customers
 - Lowered morale among fellow employees

Quiz

Which of the following are obstacles to the effective use of assessments?

- A. Lack of assessment expertise
- B. Technological limitations
- C. Limited to one assessment per hire
- D. Limited amount of time to hire

Assessment Models and Options

TOPICS:

- Broad assessment considerations
- Assessment options
- Building an assessment strategy
- Multiple hurdle approach

Assessment Considerations

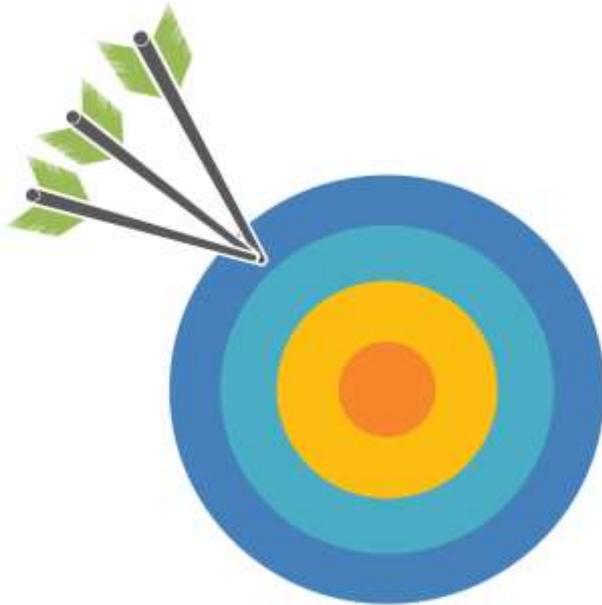
- Development and implementation costs
- Administration methods and costs
- Time and expertise required
- Applicant acceptance/face validity
- Potential for adverse impact
- Reliability and validity evidence
- Security of test materials

For more information about assessment considerations, please visit OPM's Assessment and Selection website: <http://www.opm.gov/policy-data-oversight/assessment-and-selection/assessment-strategy/>

Reliability and Validity: An Example

High reliability is a necessary condition for high validity, but high reliability does not ensure validity.

Reliable, but not Valid



Both Reliable and Valid

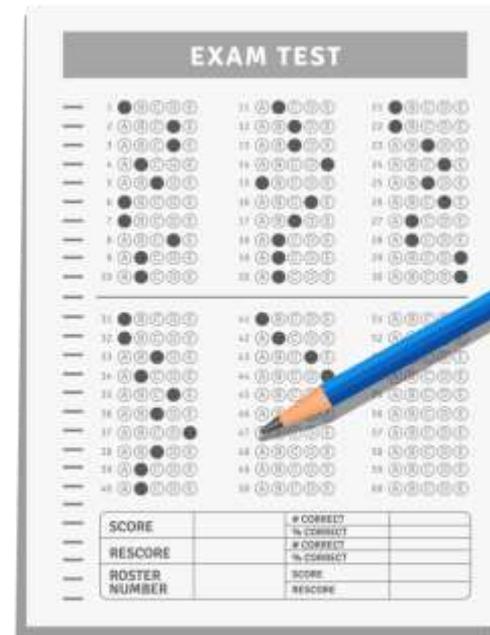


Characteristics of Quality Assessments

- Objective & professionally-developed
- Efficient and effective tool for evaluating candidates
- Meets all legal guidelines and professional standards
- Applicant-friendly
- Ease of implementation
- Use of advanced technology to include computer adaptive testing
- Whole person assessments that allow agencies to target critical job-relevant competencies
- More valid measures of applicant competence, reinforced by decades of research support

Types of Assessment Instruments

- Self-Report
- Ability and Knowledge Tests
- Simulations



Self-Report

- Applicants provide information about themselves, such as their experiences, behavior, or personality traits
- Examples
 - Occupational Questionnaires
 - Biographical Data (Biodata)
 - Accomplishment Records
 - Personality Tests



Self-Report Assessment Types

Assessment Tools	Advantages	Disadvantages
<p>Occupational Questionnaires- Task- and competency-based self-report questionnaires used to screen and rank applicants based on their training and experience</p>	<p>Administered and scored electronically; High face validity/convenience for applicants; Assess wide variety of competencies; Low adverse impact</p>	<p>Requires SME involvement; Applicant response inflation must be addressed; Development more challenging for entry-level and unspecialized positions; Potential for lack of distinction among applicants</p>
<p>Biodata - Items about past events and behaviors that predict overall performance for a given occupation. Items scored using a research-based scoring key.</p>	<p>Administered and scored electronically ; High validity; Low adverse impact; Ideal for entry level jobs</p>	<p>Requires SME involvement & measurement expertise to develop; Somewhat low face validity for applicants; Can be costly to develop</p>
<p>Accomplishment Record - Applicants provide a written description of a situation to illustrate their proficiency in critical job-related competencies Evaluated by a panel of trained raters against competency-based benchmarks</p>	<p>High face validity for applicants ; Multiple ratings/consensus leads to increased reliability; Can be administered electronically in a non-proctored setting</p>	<p>Cannot be collected at the time of initial application; Resource intensive rating process; Results should be verified at a later stage in the selection process</p>

Occupational Questionnaire: Example

Teamwork:

Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Select the one level that most accurately reflects your training and experience with respect to the competency definition.

- A. I have had no training or experience in performing this activity.
- B. I have participated in team activities by contributing as a team member.
- C. I have led group discussions and established priorities in order to carry out one or more team assignments.
- D. I have directed and monitored the activities of a team and taken responsibility for attaining team goals.

Biodata: Examples

This questionnaire asks you to describe your educational, work, and other experiences in specific areas which relate to successful job performance.

My peers would probably describe me as being:

- A. much more confident than most
- B. somewhat more confident than most
- C. about as confident as anyone else
- D. somewhat less confident than most
- E. much less confident than most

During high school (grades 9-12) I made the semester honor roll:

- A. never
- B. once or twice
- C. three or four times
- D. five or six times
- E. seven or eight times

Accomplishment Record: Example

Analytical Reasoning is critical for the Program Analyst position. Analytical Reasoning is defined as...

Using the text box below, please describe **one specific instance** from your training and/or experience in which you demonstrated experience in Analytical Reasoning. In your response, please follow these important guidelines as you write your accomplishment:

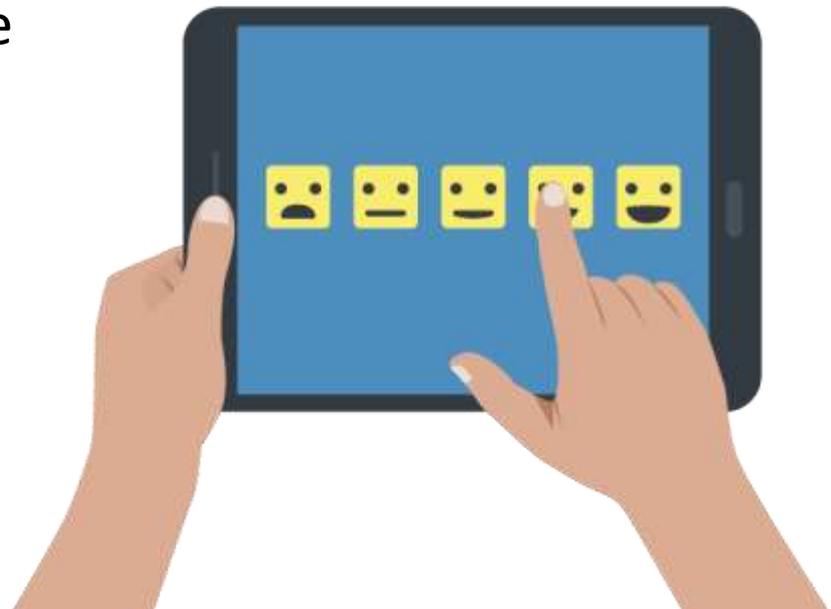
- Describe the **situation**: i.e., the challenge faced, the problem to be solved...
- Describe the specific **actions** you took...
- State the **outcome**, results, or long-term impact of your accomplishment...

Provide the name and a telephone number or email address or other method of contacting someone who can verify this information...

Personality Test: Example

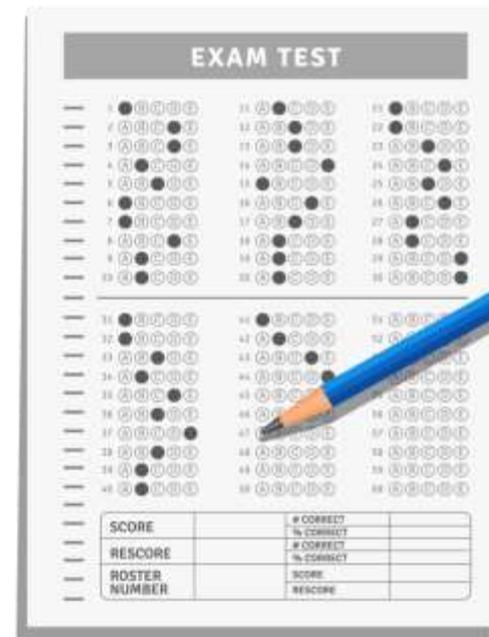
I find it easy to see things from someone else's point of view.

- A. Strongly agree
- B. Somewhat agree
- C. Neither agree or disagree
- D. Somewhat disagree
- E. Strongly disagree



Ability and Knowledge Tests

- Applicants' competencies are evaluated through a series of questions or exercises
- Examples
 - Cognitive ability tests
 - Job knowledge tests
 - Situational judgment tests



Ability and Knowledge Tests

Assessment Types

Assessment Tools	Advantages	Disadvantages
<p>Cognitive Ability Test - Applicants are asked to solve questions to estimate their potential to use mental processes to solve job-related problems or acquire job knowledge; can also measure aptitude for job-related skills</p>	<p>Can be administered and scored electronically; High validity; Can be used for entry-level positions</p>	<p>Security of test materials; Can adversely impact minority groups; Requires measurement expertise to develop</p>
<p>Job Knowledge Test - Comprised of specific questions developed to determine how much the candidate knows about particular job tasks or responsibilities</p>	<p>High validity and face validity for applicants; Can be administered and scored electronically; Low adverse impact</p>	<p>Requires SME involvement and measurement expertise to develop; Security of test materials; Most appropriate for specialized or technical jobs</p>
<p>Situational Judgment Tests - Presents applicants with a description of a work problem or critical situation, and asks them to identify how they would deal with it (can be paper, computerized, or video-based format)</p>	<p>High face validity for applicants ; Multiple ratings/consensus leads to increased reliability; Can be administered electronically in a non-proctored setting</p>	<p>Cannot be collected at the time of initial application; Resource intensive rating process; Results should be verified at a later stage in the selection process</p>

Cognitive Ability Test: Example

The bus fare is increasing by 10%. The old bus fare was \$20. What will the new fare be?

- A. \$20
- B. \$21
- C. \$22
- D. \$23



Situational Judgment Test: Example

No special training or experience is required to answer these questions. Identify from the response options the one that best represents *how you would handle the situation*.

You are a member of a project team. Another member of the team gives you a task that you do not feel qualified or trained to handle. What would you do?

- A. Complete the task as best you can.
- B. Consult with your supervisor.
- C. Ask someone in the office who knows how to do the task to help you.
- D. Ask the staff member to reassign the task to a more qualified team member.

Simulations

- Applicants perform tasks or work activities that mirror those performed on the job
- Examples
 - Writing assessments
 - Work samples
 - Assessment centers



Simulations

Assessment Types

Assessment Tools	Advantages	Disadvantages
<p>Writing Assessment - Applicants receive a writing prompt and have a set amount of time to write about the topic. Scored by raters using professionally-developed benchmarks or by complex automated protocols.</p>	<p>High validity and face validity for applicants; Multiple ratings/consensus leads to increased reliability; Can be administered electronically.</p>	<p>Requires SME involvement and measurement expertise to develop scoring benchmarks; Resource intensive rating process; and known to have adverse impact based on race; Security of test materials.</p>
<p>Assessment Center - Consists of multiple assessments to evaluate small groups of applicants on a variety of job-related competencies. Resemble actual challenges encountered on the job. Applicant performance is observed and evaluated by multiple trained assessors.</p>	<p>High validity and face validity for applicants; Multiple ratings/consensus across multiple assessments leads to increased reliability; Low adverse impact.</p>	<p>Requires SME involvement and measurement expertise to develop; Resource intensive administration and rating process; Not suitable for an initial screen or large numbers of applicants.</p>
<p>Structured Interview - Panel interview where all candidates are asked the same job-related questions (often competency- and behavioral-based). Interviewers use detailed rating scales,</p>	<p>High validity and face validity for applicants; Multiple ratings/consensus leads to increased reliability; Legally defensible compared to unstructured, conventional interviews.</p>	<p>Requires SME involvement to develop; Resource intensive administration and rating process; Assessors must be trained in conducting and rating the interviews.</p>

Writing Assessment: Example

Previously, employees were able to telework on Mondays and Fridays, but not on Tuesdays, Wednesdays or Thursdays.

Employees will now be allowed to telework any day except for Wednesdays. Compose an internal memo informing coworkers of this change in the office's telework policy.

Assessment Center: Example

You are to assume the role of a new employee in *XYZ Fictitious Agency*. Today is your first day...

Your schedule today will include:

- Orientation
- Individual in-basket exercise
- Role-play exercise
- Group interaction
- Writing exercise



Structured Interview: Example Question

Competency: Interpersonal Skills — Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

Lead Question: Describe a situation in which you dealt with individuals who were difficult, hostile, or distressed.

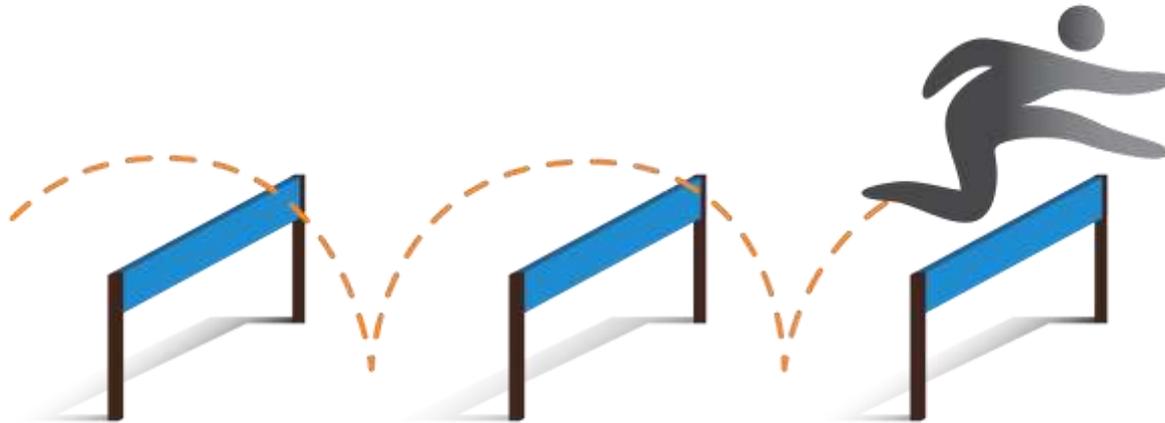
Probing Questions: Who was involved? What specific actions did you take? What was the outcome?

Structured Interview: Example Rating Scales

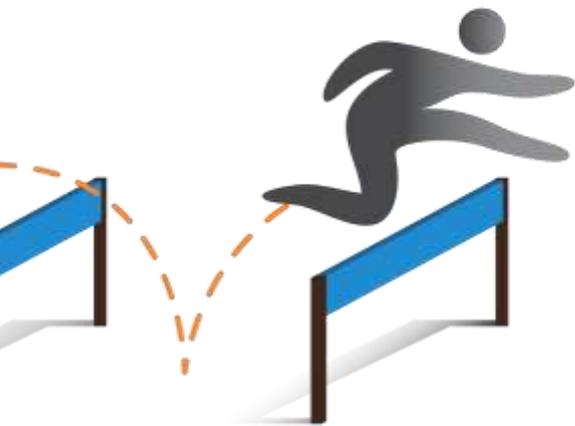
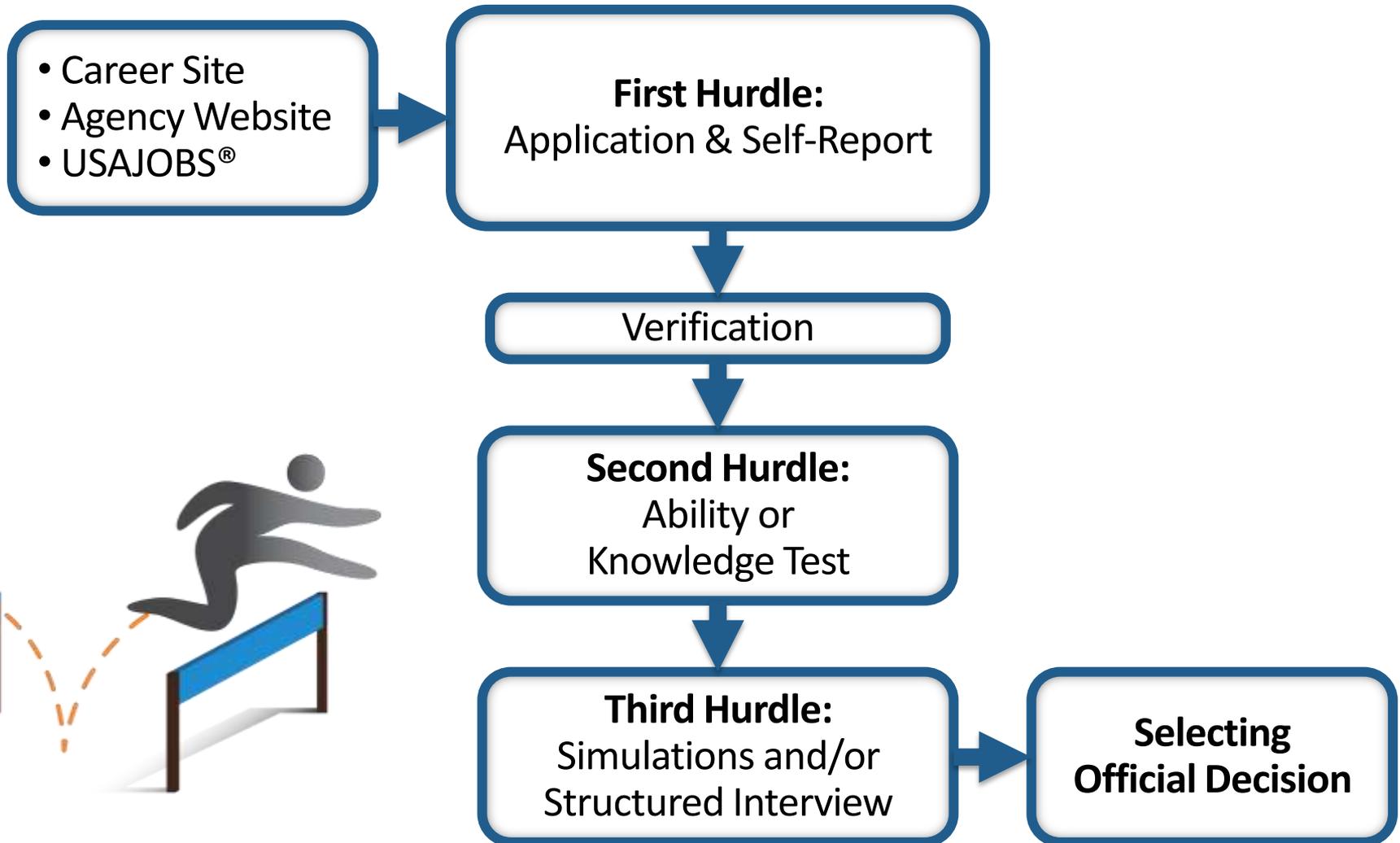
Proficiency Level	1-Low	2	3-Average	4	5-Outstanding
Benchmark Definition	Handles interpersonal situations involving little or no tension or discomfort...		Handles interpersonal situations involving a moderate degree of tension or discomfort...		Handles interpersonal situations involving a high degree of tension or discomfort...
	Example 1	Example 2	Example 3	Example 4	Example 5
Behavioral Example	Refers employees to the appropriate staff member...	Works with others on a cross-functional team...	Establishes cooperative working relationships with managers...	Facilitates an open forum to discuss employee concerns...	Diffuses an emotionally charged meeting with external stakeholders...

Assessment Strategy: Multiple Hurdles Approach

- When using multiple assessment tools, a hurdled approach helps narrow down the applicant pool
- Maximizes the efficiency of resources by utilizing the most time and cost intensive resources on the best qualified individuals



Multiple Hurdles Approach

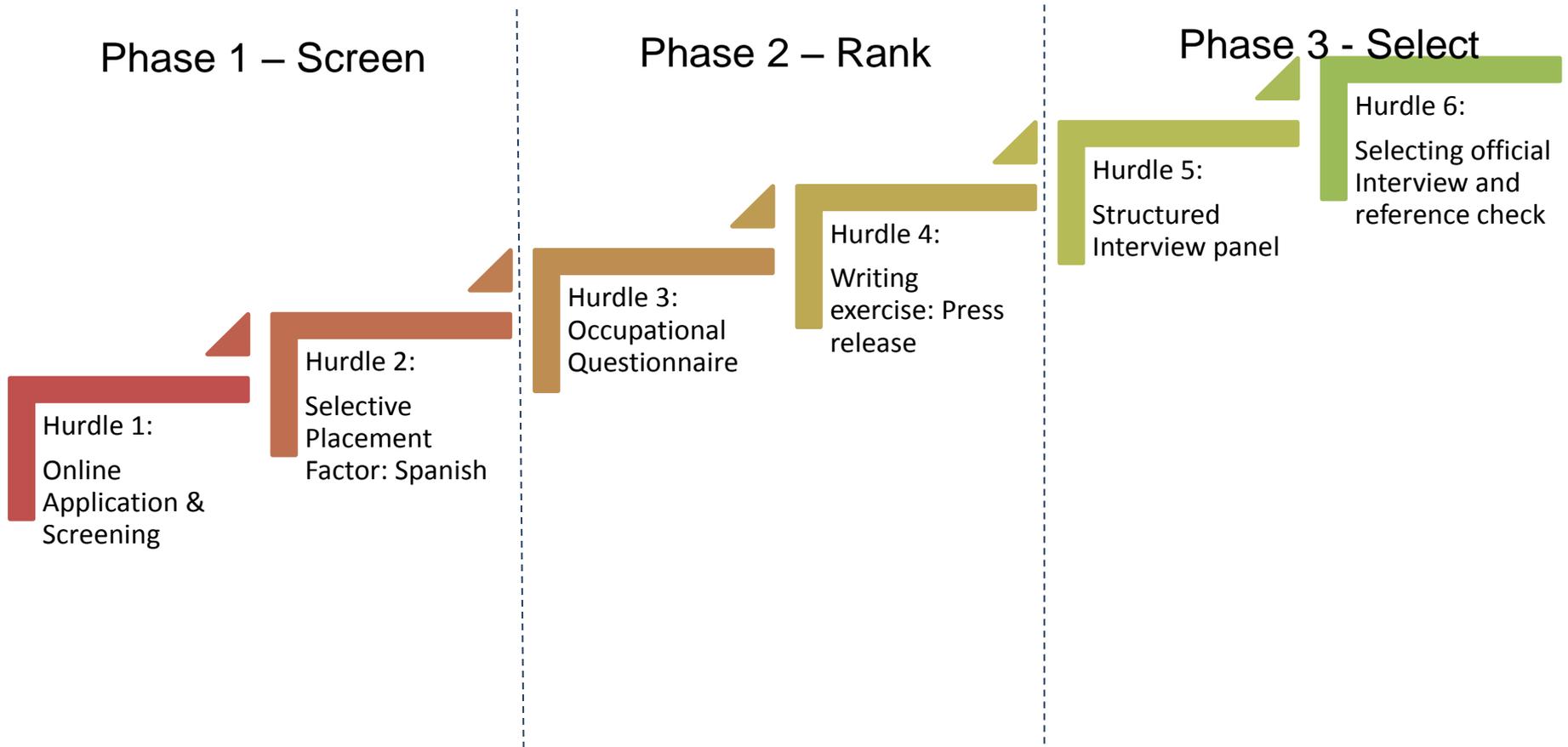


Public Affairs Specialist Scenario (Assessment Storyboard)

Phase 1 – Screen

Phase 2 – Rank

Phase 3 - Select



Note: veterans' preference may need to be applied if a competency cut score is used

Multiple Hurdle Approach: Assessment Order

Phase 1 – Screen
& Phase 2 – Rank

1st Hurdle:

Application and
Self-Report (e.g.,
Resume,
Occupational
Questionnaire,
Biodata,
Personality Test)

Phase 2 – Rank

2nd Hurdle:

Ability or
Knowledge Tests
(e.g., Cognitive
Ability test, Job
knowledge test,
Situational
judgement test)

Phase 3 - Select

3rd Hurdle:

Simulations or
Interviews (e.g.,
Assessment
Center, Writing
Sample, Work
Sample, Structured
Interview)

Note: veterans' preference may need to be applied if a competency cut score is used

Multiple Hurdles & Category Rating

- All assessments (e.g., occupational questionnaires, cognitive tests, hiring manager interviews) that will be used to evaluate applicants must be determined and specified on the Job Opportunity Announcement (JOA)
- Some assessments (e.g., hiring manager interviews) can be used once applicants are assigned to quality categories; however, scores are not computed and/or used to rank applicants further

Additional Resources

- Delegated Examining Operations Handbook
 - http://www.opm.gov/policy-data-oversight/hiring-authorities/competitive-hiring/deo_handbook.pdf
- MOSAIC Competencies
 - <http://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/>
- O*NET
 - <http://www.onetonline.org/>



Building an Assessment Strategy



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Topics

- Questions to consider
- Job analysis
- Implementing new assessments
- Resources available

Questions to Consider

How many job openings and applicants are expected?

- If the ratio of job openings to applicants is high (e.g., few job openings and few applicants), you may not need an elaborate assessment strategy
- If the ratio of job openings to applicants is low (e.g., few job openings and many applicants), a more elaborate assessment strategy will likely prove beneficial

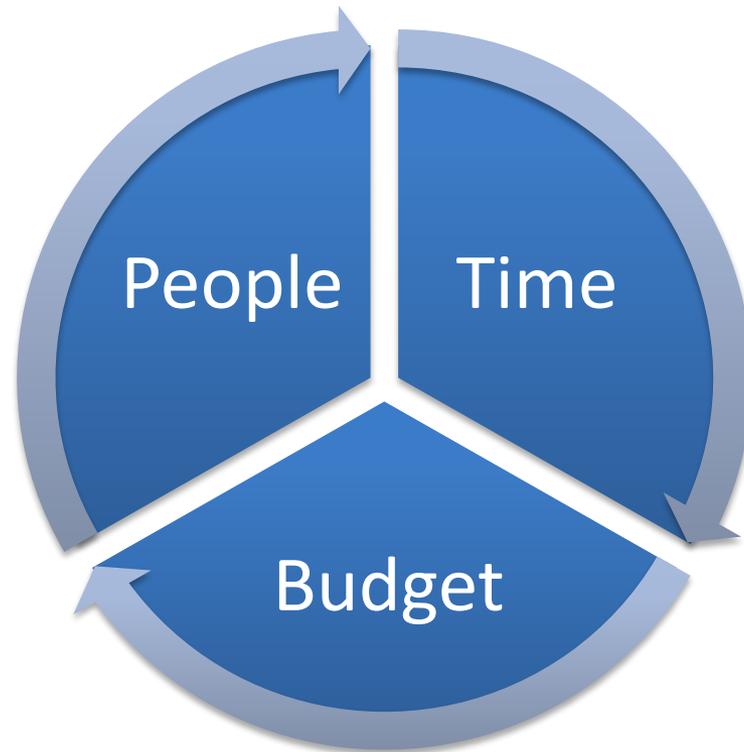
Questions to Consider

What is the nature and level of jobs to be filled?

- If the job is more general in nature and/or the job level is lower, you may not need an elaborate assessment strategy
- If the job is specialized in nature and/or the job level is higher, a more elaborate assessment strategy may prove beneficial

Questions to Consider

What resources are available to **develop** and **implement** assessments?



Questions to Consider

What competencies need to be assessed?

- Determined via job analysis
 - More info at OPM's Assessment and Selection website
<http://www.opm.gov/policy-data-oversight/assessment-and-selection/job-analysis/>
 - OPM's Delegated Examining Operations Handbook (Chapter 2, Section B and Appendix G) http://www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf
- Identified with input of subject matter experts (SMEs)
- Not all competencies can be assessed
- Identify most important competencies that are linked to the job and are required at entry and focus on these

Requirement of Job Analysis

- Federal regulations (5 CFR Part 300.103) require that each employment practice be based on a job analysis
- The Uniform Guidelines on Employment Selection Procedures (29 CFR Part 1607) provide a set of generally accepted principles on employee selection procedures

How to Gather Job Analysis Input

Tasks and
Competencies
are Identified

SMEs Rate
Tasks and
Competencies

SMEs Link
Tasks and
Competencies

SME ratings
are analyzed to
identify critical
Tasks and
Competencies

When Should You Conduct a Job Analysis?

It depends on:

- the novelty of the position and the recency of the job analysis for that occupation
- whether the position you seek to fill is unlike any other position in your agency
- whether the requirements of the position are likely to change with relative frequency (e.g., information technology positions)

How to Gather Job Analysis Input

- Position Descriptions
- Job Opportunity Announcements
- Performance Plans
- Desk Audits
- Focus Groups
- Surveys
- Previous Job Analysis Data



What a Job Analysis Should Identify

- Tasks
- Competencies
- Links Competencies to the Duties of the Job



Questions to Consider

Have you evaluated each assessment option?

- **Reliability and validity**
- Potential for subgroup differences (adverse impact)
- Competencies assessed
- How the assessments are related
- Prior experience with assessments

Questions to Consider

How will the assessments be scored?

- Formula used to combine scores
- Setting of passing/cut-off scores
- Handling of veterans' preference



Questions to Consider

In what order will the assessments be administered?

- Is there a single hurdle or screen?
- Is there more than one hurdle (i.e., multiple hurdles approach)?



Questions to Consider

Are there any other factors we need to consider in filling this position?

- Satisfaction with previous applicants and hires
- Cost of a hiring error
- Union involvement
- Prior litigation
- High turnover



Implementing New Assessments

- Partnerships with key stakeholders
- Develop an implementation plan
- Develop an evaluation plan
- Document the assessment process

Partnerships with Key Stakeholders

Ensure ongoing coordination and collaboration among key stakeholders

- Hiring Managers
- Human Resources Specialists
- Job Applicants
- Agency Leadership
- Personnel Psychologists
- Information Technology Staff



Develop an Implementation Plan

- Determine
 - Costs, timeline, resource needs
 - Logistics
 - Training
- Develop communication plan
- Develop plans for operation and maintenance of test materials



Develop an Evaluation Plan

- Define success and key metrics
 - Quality, time, and costs for hires
 - Turnover
 - Employee Engagement
 - Diversity
 - Customer Satisfaction
 - Individual, Team, and Organizational Performance
- Collect data on continuous basis
- Determine effectiveness of assessments

Develop an Evaluation Plan

- Evaluate impact and return on investment
- Ensure alignment of systems and infrastructure
- Build in continuous mechanisms for improvement



Document the Assessment Process

- Maintain records of materials used in development and implementation of assessment strategy
 - Job analysis data
 - Test materials
 - Other references used in developing assessment tools and strategy
- Records Retention and Disposition Schedule
 - http://www.opm.gov/policy-data-oversight/hiring-authorities/competitive-hiring/deo_handbook.pdf#page=206

Getting Technical Help

If your agency lacks assessment expertise, consider

- Speaking with peer agencies with assessment expertise
- Hiring your own assessment experts
- Private consulting organizations specializing in assessment

What to consider when purchasing an off-the-shelf test or hiring a contractor to develop an assessment

- [Delegated Examining Operations Handbook \(DEOH\), Appendix B](#)

OPM Resources

Employee Services (ES)

- Assessment Decision Tool (ADT):
 - An interactive system for developing customized assessment strategies
 - Presents assessment methods based on competencies targeted for assessment and situational factors relevant to the hiring situation
- Assessment & Selection Website:
 - Contains additional information on assessment options and considerations
 - <http://www.opm.gov/policy-data-oversight/assessment-and-selection/>
- Assessment Policy Forum

Conclusion

- Effective assessment practices facilitate
 - Decreased turnover
 - Successful employees
 - Achieving the agency's goals
- Wide array of assessment tools and considerations
- Align assessment strategy with the agency's mission, goals, and key stakeholders

Contact Information

U.S. Office of Personnel Management
Recruitment and Hiring, Employee Services
Classification and Assessment Policy

Email: Assessment_information@opm.gov

[Subject: Hiring Excellence]

Phone: (202) 606-3600