



# **Online Testing: Who's Doing It & What Are They Doing**

IPAC 2011 Conference

Washington, D.C.

July 18, 2011

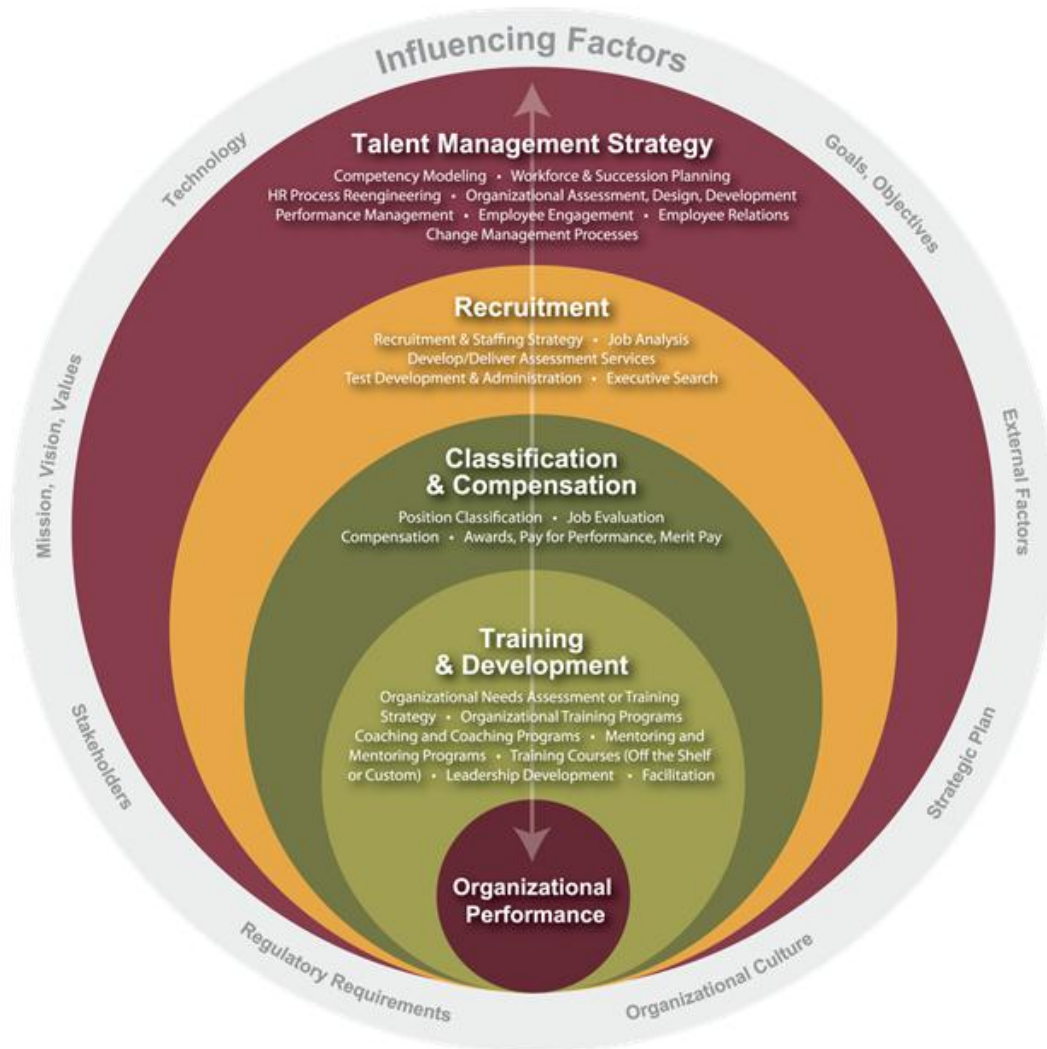
Jason Schaefer, M.B.A., M.A.

Clinton Kelly

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# Who We Are

CPS HR is a self-supporting public agency providing a full range of integrated HR solutions to government and nonprofit clients across the country. Our strategic approach to increasing the effectiveness of human resources results in improved organizational performance for our clients. We assist our clients in the areas of organizational strategy, recruitment and selection, classification and compensation, and training and development



# Presentation Overview

- **Background**
- **Demographics**
- **Results**
- **Conclusions**
- **Questions/Discussion**

# Background

- **Follow-up to CPS surveys conducted annually since 2008**
  - Exploratory in nature
    - What selection tools are public agencies currently using
    - What selection tools are they planning to use
    - Identify trends across years
- **Survey was emailed to public agencies**
  - Survey was open for one month
  - 10,857 emails were sent to valid email addresses
  - 1,220 respondents
  - 11.2% response rate
  - 996 total respondents included in analysis
    - Respondents who only completed demographics were deleted

# Survey Demographics

## Region

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West	64.4%
Southeast	14.2%
Southwest	8.2%
Midwest	6.2%
Northeast	5.1%
Canada	1.8%
Other	0.1%

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N = 996

# Survey Demographics

## Agency Type

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City	39.1%
County	20.9%
State	18.0%
Special District	7.2%
Fire	3.1%
Law Enforcement	3.0%
Education	2.8%
Federal	1.0%
Utility	0.7%
Other	4.2%

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N = 996

# Survey Demographics

## Job Classification/Level

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Manager	47.5%
Analyst	33.4%
Supervisor	8.3%
Technician	5.7%
Office Assistant/Clerical	4.6%
Other	0.4%

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N = 996



# Survey Demographics

## Population Served by Agency

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Less than 10,000	14.5%
10,001-50,000	21.8%
50,001-100,000	18.1%
100,001-200,000	11.2%
More than 200,000	34.4%

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N = 996

# Survey Demographics

## Size of HR Department

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	2011
1-3	30.4%
4-6	15.6%
7-12	15.3%
13-17	10.0%
More than 17	28.7%

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N = 996

# Survey Demographics

## Size of HR Department

	2008 N=467	2009 N=689	2010 N=818	2011 N=401
1-3	32.3%	31.9%	36.2%	34.9%
4-6	20.6%	19.7%	21.1%	15.7%
7-12	14.8%	18.7%	17.1%	19.0%
13-17	8.4%	6.8%	7.8%	10.5%
More than 17	24.0%	22.8%	17.7%	20.0%

# Survey Demographics

## Anticipated No. of Recruitment/Testing Processes in Calendar Year

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	2011
Less than 5	28.3%
5-10	16.8%
11-20	13.3%
21-50	18.6%
More than 50	23.1%

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N = 996

# Survey Demographics

## Anticipated No. of Recruitment/Testing Processes in Calendar Year

	2008 N=467	2009 N=689	2010 N=818	2011 N=401
Less than 5	22.5%	33.2%	38.5%	32.4%
5-10	17.6%	18.6%	20.2%	17.0%
11-20	14.4%	15.8%	15.4%	13.5%
21-50	21.6%	16.7%	13.4%	21.9%
More than 50	23.9%	15.7%	12.5%	15.2%

# Survey Results

## Use of Selection Tools / Processes

	Paper & Pencil or In Person	Online	Don't Use
Employment Applications (N=988)	66.9%	78.2%	0.6%
Structured Interviews (N=977)	97.1%	4.7%	1.4%
Training & Experience Evaluations (e.g., supplemental applications) (N=966)	60.7%	56.8%	12.6%
Work Sample Tests (e.g., typing tests, in-basket exercises) (N=950)	71.1%	26.0%	16.3%
Cognitive Tests (e.g., job knowledge tests) (N=951)	72.2%	23.7%	18.8%
Situational Judgment Tests (N=939)	65.3%	15.1%	28.3%
Simulations / Role Plays (N=912)	52.0%	3.4%	46.8%
Assessment Centers (N=895)	40.8%	6.3%	55.8%
Non Cognitive Tests (e.g., personality tests, biodata instruments) (N=920)	25.2%	8.0%	69.2%

# Survey Results

## Use of Online Selection Tools / Processes

	2008	2009	2010	2011
Employment Applications	54.2%	71.6%	74.6%	74.2%
Training & Experience Evaluations	27.2%	46.90%	50.7%	53.6%
Work Sample Tests	-	15.9%	17.0%	24.0%
Cognitive Tests	-	13.8%	13.0%	16.6%
Situational Judgment Tests	-	-	8.2%	9.5%
Non Cognitive Tests		6.7%	8.4%	6.1%

# Survey Results

## Importance of Proctored Online Cognitive Ability Testing Now

	2008 N=429	2009 N=657	2010 N=818	2011 N=386
Not Important	30.5%	44.4%	42.5%	40.4%
Somewhat Important	30.1%	18.9%	19.2%	22.3%
Important	16.1%	11.3%	12.5%	14.0%
Very Important	8.4%	7.5%	6.1%	6.2%
Don't Know	14.9%	17.9%	19.7%	17.1%

# Survey Results

## Importance of Proctored Online Cognitive Ability Testing Next 1-2 Years

	2008 N=429	2009 N=657	2010 N=818	2011 N=386
Not Important	12.4%	22.8%	21.9%	22.0%
Somewhat Important	30.5%	23.7%	24.7%	25.1%
Important	24.2%	16.1%	17.8%	19.7%
Very Important	19.1%	11.4%	7.7%	8.3%
Don't Know	13.8%	26.0%	27.9%	24.9%

# Survey Results

## Importance of Unproctored Online Cognitive Ability Testing Now

	2009 N=639	2010 N=775	2011 N=375
Not Important	63.9%	58.8%	61.6%
Somewhat Important	9.4%	9.4%	9.9%
Important	4.5%	3.6%	5.6%
Very Important	1.7%	2.2%	2.4%
Don't Know	20.5%	25.9%	20.5%

# Survey Results

## **Importance of Unproctored Online Cognitive Ability Testing Next 1-2 Years**

	2009 N=639	2010 N=775	2011 N=375
Not Important	47.1%	44.1%	47.7%
Somewhat Important	14.6%	13.7%	16.8%
Important	5.8%	5.2%	6.1%
Very Important	2.8%	2.8%	2.1%
Don't Know	29.7%	34.2%	27.2%

# Survey Results

## How do you Plan to Utilize Online Cognitive Ability Testing in the Next 6-12 Months?

	Proctored N=150*	Unproctored N=74**
Small groups/recruitments (Less than 50)	58.0%	45.9%
Medium groups/recruitments (51 to 200)	19.3%	29.7%
Large groups/recruitments (More than 200)	22.7%	24.3%

\* Most respondents (84.2%) either did not plan on utilizing or indicated “do not know”

\*\* Most respondents (91.2%) either did not plan on utilizing or indicated “do not know”

# Survey Results

## For Which Classes Would you Consider Using an Online Test? (Proctored or Unproctored)

	Cognitive / Job Knowledge	Personality	Would Not Consider
Office and Clerical (N = 684)	71.3%	19.7%	27.0%
Professional (e.g., Analyst, Social Worker, Accountant) (N = 656)	65.1%	20.7%	32.2%
Law Enforcement (N = 552)	46.0%	25.9%	49.5%
Service and Maintenance (N = 576)	43.4%	13.5%	53.5%
Fire Service (N = 509)	37.9%	17.5%	58.5%

# Survey Results

## Which Function Would you Consider Administering Online?

	Proctored	Unproctored	Would Not Consider
Training & Experience Evaluations (N = 711)	22.1%	65.8%	19.4%
Work Samples (N = 710)	64.4%	22.5%	22.1%
Cognitive/Job Knowledge Tests (N = 707)	65.2%	23.1%	22.9%
Situational Judgment Test (N = 688)	62.4%	20.9%	27.8%
Simulations / Role Plays (N = 658)	47.7%	11.7%	46.7%
Non Cognitive Tests (N = 669)	33.3%	23.2%	51.0%

# Survey Results

## Ranked Importance of Factors Associated with Online Testing

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	<b>% Ranked as Most Important Factor</b>
Defensibility / Legal Considerations (e.g., reliability, validity, ADA)	29.6%
Testing Resources (e.g., computers, physical space, staff)	29.3%
Test Security (e.g., exposure of test content, cheating)	17.6%
Time (e.g., administration, immediate scoring)	12.0%
Administrative Flexibility (e.g., administration across geographic areas, flexible test dates / times)	7.9%
Up-to-Date Technology (e.g., candidate perception, organizational image)	3.6%

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# Survey Results

## Selection Tool Outsourcing

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	<b>Agencies Utilizing Outsourcing</b>
Non Cognitive Tests (e.g., personality tests, biodata instruments) (N = 292)	69.5%
Cognitive Tests (N = 552)	61.4%
Assessment Centers (N = 343)	49.3%
Work Sample Tests (e.g., typing tests, in-basket exercises) (N = 563)	43.5%
Situational Judgment Tests (N = 484)	42.4%
Simulations / Role Plays (N = 373)	26.8%
Training & Experience Evaluations (e.g., supplemental applications) (N = 583)	23.8%
Structured Interview (N = 635)	19.1%

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# Survey Results

## Workforce Management

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	<b>Agencies Utilizing</b>
Hiring Freeze/Restrictions	75.5%
Employee Reassignment	69.5%
Canceling/Postponing Services/Programs	54.0%
Layoffs	38.9%

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N = 637

# Survey Results

## Retirements Over Last Calendar Year

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Increase of 30% or More	6.1%
Increase of 15% to 29%	16.9%
Increase of 1% to 14%	35.5%
No Change	31.1%
Decrease of 1% to 14%	6.4%
Decrease of 15% to 29%	2.6%
Decrease of 30% or More	1.4%

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N = 656

# Survey Results

## What is Your Biggest Testing/Recruitment Challenge?

	<b>% Comments Mentioning This Issue</b>
Applicants (e.g., too many, too few, not qualified)	38.1%
Budget Issues	37.6%
Lack of Staff/Expertise	10.3%
Selection Tools (e.g., measuring the right things at the right cost)	9.6%
Internal Processes (e.g., length of hiring process, policy)	7.9%
Technology (e.g., online systems/software)	5.2%
Candidate Diversity	3.9%
Other	6.4%

N=407

# Survey Results

- “With the online application system, we are inundated with applicants, many of whom aren't qualified. There is administrative time involved in whittling down the lists to a manageable size for testing.”
- “Financial resources. We know that a bad hire is the gift that just keeps giving, but the cost associated with testing drives the process anyway.”
- “The negative perception that state government is the last place they should want to work.”
- “Applicants who pass exams often fail during the training period.”
- “Recruitment processes continue to take too long. Department is governed by state laws, rules and regulations during hiring processes.”
- “Inadequate staffing to optimize classification, compensation and examination functions.”
- “Hiring diverse candidates proportionate to workforce utilization with the appropriate KSA's to perform the work.”
- “Administering defensible tests off premise and out of state. Proctored/Non-proctored on-line testing.”

# Conclusions

- **Agencies aren't testing as much**
  - In 2008, 45.5% of agencies anticipated conducting 21 or more recruitments annually. In 2010, that number dropped to 25.9% but has rebounded to 37.1% in 2011
- **Applications and Training and Experience Evaluations are the most commonly used online selection tools**
  - Their use has increased substantially over the past four years
    - Why the Increase in T&Es?
      - They seem logical, are inexpensive to construct, easy to use (Schmidt & Hunter, 1998) (Ash & Levine, 1985), and generally constructed in house
    - General Considerations
      - Should only be used as rough screening devices where previous experience, education, and training are necessary (Ash & Levine, 1985)
      - The point method, which is most commonly used in government, has a lower validity coefficient of .11 (McDaniel, Schmidt, & Hunter, 1988)

# Conclusions

- **Agencies that recruit/test more are more likely to use online tools in their selection process**
  - May be easier to justify the investment with larger numbers
- **Non cognitive tests are the least used selection tool**
  - 69.2% of responding agencies do not currently use
- **Most agencies would not consider the use of online unproctored testing**
  - Application and Training and Experience Evaluations are the exception
    - Why are they different?
      - Not viewed as tests?
      - Can be faked in proctored or unproctored setting
- **The biggest testing/recruitment challenges facing agencies appear to be budget and applicant related**
  - Testing/recruitment functions should demonstrate the bottom-line organizational impact

# Conclusions

## Online Testing - Will The Gaps Disappear?

	Currently Use	Would Use	Gap
Training & Experience Evaluations (N = 711)	56.8%	80.6%	23.8%
Non Cognitive Tests (N = 669)	8.0%	49.0%	41.0%
Simulations / Role Plays (N = 658)	3.4%	53.3%	49.9%
Work Samples (N = 710)	26.0%	77.9%	51.9%
Cognitive/Job Knowledge Tests (N = 707)	23.7%	77.1%	53.4%
Situational Judgment Test (N = 688)	15.1%	72.2%	57.1%

# Questions

