

Capitalizing on Technology to Accelerate Selection Programs



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Public Sector Testing Issues



- Executives and policy makers are demanding higher productivity and quality.
- Organizations are cutting personnel, particularly support staff.
- Despite low unemployment, applicant pools for entry-level positions are huge (e.g., police, fire, maintenance jobs).
- Employment testing involves a lot of tedious, repetitive data manipulation and error checks.
- Minor errors and delays increase suspicion and can foster complaints and grievances.
- Tedium → Boredom → Higher error rates → Grievances

Improving Testing Efficiency



Typical Police Officer written examination.

When systems are established and stabilized, processing time can be dramatically reduced.

- Applications, written test, and interview ratings were scanned for a Police Officer recruitment. No data were manually entered during the process and notices were issued one week after each hurdle (N=1200).
- Scores from a promotional assessment center were checked and printed during the integration session on the last day of the process; the eligible list was posted four days later.
- 4700 Firefighter applications were scanned into the applicant tracking system in three days.
- Supplemental questionnaires for 150 Custodian candidates were screened in one day (Scantron-based survey).
- Job analysis forms have been prepared in just a few hours by electronic cut and paste from the job specification and previous announcements.

Other Benefits of Technology



- Improves department & candidate satisfaction with timeliness.
- Promotes image of a professional and innovative organization (gee-whiz effect).
- Reduces the chances of grievances being filed or sustained.
- Reduces support personnel labor costs.
- Enhances quality of work life (less boring stuff to do).
- Increases the accuracy of the applicant database and reduces exceptions when written test scores are imported.
- Results in higher self-report rates for applicant EEO data (over 90%).

Scan Application Blanks



Place a scanner at your front desk, let applicants confirm their information immediately.

Requirements

- Applicant tracking software (TRAC, Sigma, etc.)
- Dual head Scantron
- Scannable Applications
- Detailed instructions
- Structured application intake for batch processing

Mitigating Risk

- Detailed applicant instructions
- Posters in application intake
- Back-up hardware
- Full inventory of application blanks

Procedure

- Scantron & instructions distributed with announcement.
- 9 X 12 envelopes save application from wear and tear.
- Carefully check each app if batch processing is used.
- Otherwise, scan when accepted and have applicant check data.

Help

Scantron Corp. (800-722-6876)

Sigma Data Systems (800-677-1275)

TRAC Systems (800-998-TRAC)

Scanning Systems (800-748-4288)

FIREFIGHTER TRAINEE

City of Oakland

Administrative Services Agency
Employment & Classification Division



Instructions for Completing the SIGMA Application for Employment Form

To apply for Firefighter Trainee, you must complete both sides of the SIGMA Application for Employment form. It is your responsibility to complete the form accurately. To ensure that your application is properly completed, please carefully read the following information.

1. Use a # 2 pencil only to complete the SIGMA Application for Employment form. The computer cannot read other pencil or pen marks.
2. Please do not fold or staple the form or it may not be scannable.
3. Answer each block. Start by writing in each letter and/or number in the appropriate blank boxes as indicated on the form. For example, your first and last name, social security number, today's date, home phone, alternate phone (day phone), address, race and sex. Be sure to leave a space between your address and apartment number or letter. If you have a long or hyphenated name, there may not be enough spaces on the block for your name; in that case, use only the spaces provided. Your name will be entered to the maximum spaces allowed.
4. Darken each bubble that corresponds with the letter or number you wrote in the box for that column. Do not make any stray marks. If you leave a space blank, such as between address and apartment, do not darken any bubbles in that column.
5. Complete both sides of the scannable form.
6. Double-check the form to make sure you have filled in all the boxes and bubbles correctly. Also, check to see that you have not darkened more than one bubble in each column.
7. Erase changes or errors completely.
8. Sign the form where it says "Applicant's Signature."

If you are not sure how to fill out the form, please ask the Employment and Classification staff for assistance. The application form will be scanned by a machine automatically transferring the information into the computer. If the information is incorrect or incomplete, you may not be able to progress in the selection process and/or you may not receive important notices regarding the examination. Shown is a sample of how to complete the first sections of the SIGMA Application for Employment form. Due to the volume of applications to be processed, the City of Oakland cannot take responsibility for correcting or repairing damaged or incomplete application forms submitted by applicants.



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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>									

FIRST NAME									
S	M	I	T	H					
A	A	A	A	A	A	A	A	A	A
B	B	B	B	B	B	B	B	B	B
C	C	C	C	C	C	C	C	C	C
D	D	D	D	D	D	D	D	D	D
E	E	E	E	E	E	E	E	E	E
F	F	F	F	F	F	F	F	F	F
G	G	G	G	G	G	G	G	G	G
H	H	H	H	H	H	H	H	H	H
I	I	I	I	I	I	I	I	I	I
J	J	J	J	J	J	J	J	J	J
K	K	K	K	K	K	K	K	K	K
L	L	L	L	L	L	L	L	L	L
M	M	M	M	M	M	M	M	M	M
N	N	N	N	N	N	N	N	N	N
O	O	O	O	O	O	O	O	O	O
P	P	P	P	P	P	P	P	P	P
Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
R	R	R	R	R	R	R	R	R	R
S	S	S	S	S	S	S	S	S	S
T	T	T	T	T	T	T	T	T	T
U	U	U	U	U	U	U	U	U	U
V	V	V	V	V	V	V	V	V	V
W	W	W	W	W	W	W	W	W	W
X	X	X	X	X	X	X	X	X	X
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Z	Z	Z	Z	Z	Z	Z	Z	Z	Z

LAST NAME									
J	O	H	N						
A	A	A	A	A	A	A	A	A	A
B	B	B	B	B	B	B	B	B	B
C	C	C	C	C	C	C	C	C	C
D	D	D	D	D	D	D	D	D	D
E	E	E	E	E	E	E	E	E	E
F	F	F	F	F	F	F	F	F	F
G	G	G	G	G	G	G	G	G	G
H	H	H	H	H	H	H	H	H	H
I	I	I	I	I	I	I	I	I	I
J	J	J	J	J	J	J	J	J	J
K	K	K	K	K	K	K	K	K	K
L	L	L	L	L	L	L	L	L	L
M	M	M	M	M	M	M	M	M	M
N	N	N	N	N	N	N	N	N	N
O	O	O	O	O	O	O	O	O	O
P	P	P	P	P	P	P	P	P	P
Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
R	R	R	R	R	R	R	R	R	R
S	S	S	S	S	S	S	S	S	S
T	T	T	T	T	T	T	T	T	T
U	U	U	U	U	U	U	U	U	U
V	V	V	V	V	V	V	V	V	V
W	W	W	W	W	W	W	W	W	W
X	X	X	X	X	X	X	X	X	X
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Z	Z	Z	Z	Z	Z	Z	Z	Z	Z

SOC. SEC. NUMBER									
2	2	2	3	3	4	4	4	4	4
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

TODAY'S DATE									
1	0	2	3	1	9	9	6		
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

JOB CODE APPLIED FOR										
9	6	-	2	9	2	6	-	0	5	8
A	A	A	A	A	A	A	A	A	A	A
B	B	B	B	B	B	B	B	B	B	B
C	C	C	C	C	C	C	C	C	C	C
D	D	D	D	D	D	D	D	D	D	D
E	E	E	E	E	E	E	E	E	E	E
F	F	F	F	F	F	F	F	F	F	F
G	G	G	G	G	G	G	G	G	G	G
H	H	H	H	H	H	H	H	H	H	H
I	I	I	I	I	I	I	I	I	I	I
J	J	J	J	J	J	J	J	J	J	J
K	K	K	K	K	K	K	K	K	K	K
L	L	L	L	L	L	L	L	L	L	L
M	M	M	M	M	M	M	M	M	M	M
N	N	N	N	N	N	N	N	N	N	N
O	O	O	O	O	O	O	O	O	O	O
P	P	P	P	P	P	P	P	P	P	P
Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
R	R	R	R	R	R	R	R	R	R	R
S	S	S	S	S	S	S	S	S	S	S
T	T	T	T	T	T	T	T	T	T	T
U	U	U	U	U	U	U	U	U	U	U
V	V	V	V	V	V	V	V	V	V	V
W	W	W	W	W	W	W	W	W	W	W
X	X	X	X	X	X	X	X	X	X	X
Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Z	Z	Z	Z	Z	Z	Z	Z	Z	Z	Z
0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9
-	-	-	-	-	-	-	-	-	-	-
0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9
*	*	*	*	*	*	*	*	*	*	*

This is a stock application from Scanning Systems, Inc. The title of the examination, the closing date, and the job code were entered into Microsoft Publisher, along with the "slugs" to bubble-in the appropriate boxes. To print the information on the application, blank forms were run through a laser jet printer. The candidate enters only essential information; name, address, phone numbers, and demographic data. A complete application can be completed prior to a job offer, when the pool of candidates is much smaller.

APPLICATION FOR EMPLOYMENT



IMPORTANT
 USE NO. 2 PENCIL ONLY
 • EXAMPLE: A B C D E F
 • ERASE COMPLETELY TO CHANGE

Oct '96 Police Officer Trainee Application

HOME PHONE									
5	1	0	3	2	1	4	3	2	1
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

ALTERNATE PHONE									
5	1	0	1	2	3	1	2	3	4
0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

RACE						
White	Black	Hispanic	Asian	Indian	Group 1	Group 2
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SEX	
Male	Female
<input type="radio"/>	<input type="radio"/>

(Use Group 1 for Filipino)
 NOTE: Race and sex information is for statistical reporting purposes ONLY and is not used in hiring.

PLEASE COMPLETE BOTH SIDES OF THIS FORM

&When scannable applications are received, consider issuing test admit slips. At door, proctors check for admit slip and ID and quickly seat applicants. During test instructions, proctors quietly check ID and collect slips to verify final headcount. Using this system, 500 candidates can be seated in 30 minutes, minimizing long lines and disruptions.

*This is an official test notice from the City of **Oakland** Administrative Services Agency, Employment & Classification Division. This will be your only official notice to appear at the Written Examination.*



Name (print)
Social Security Number:

City of Oakland
 Police Officer Trainee
 Written Examination
 Sunday, October 27
 Oakland Convention Center
 In the rear of the Marriott Hotel
 Broadway and 10th Street in Oakland

ADMIT ONE

Important Reminders

- Bring this admission ticket and your picture identification to get into test site.
- No one will be admitted after the test instructions begin.
- No food or drink is allowed in hall.
- Parking is available in the Convention Center Garage.
- If you take BART, exit at the 12th St. City Center Station.
- Plan to stay about 4.5 hours; feel free to dress casually.

If your last begins with:	P - Z	7:00 a.m.	Report to the site at
	H - O	12:00 noon	
	A - G	5:00 p.m.	

You were randomly assigned this test session. Sorry, but due to the number of people taking the test, we cannot change your scheduled time.

Scanned Supplemental Questionnaires



6. How many years of professional experience do you have shampooing carpets?
 - A. 0-1 years
 - B. 2-3 years
 - C. 4-5years

7. In your previous employment how often did you clean ceilings, walls, doors and windows?
 - A. Monthly
 - B. Weekly
 - C. Quarterly
 - D. Yearly

Procedure

- Identify the key minimum qualifications or training and experience (T&E) requirements.
- Write multiple-choice questions against each T&E requirement with the help of your SMEs.
- Create package with multiple-choice questions and standard scannable answer sheet.
- Determine weights for each response (e.g., “A” is one year and is worth 1 point; “B” is two years and is worth 2 points).
- Enter weights into computer (in Sigma this is called weighted response scoring).
- Scan completed supplemental answer sheets and determine a pass-point.
- You may wish to revise scoring weights after the preliminary item analysis.
- Extra work up front is worth it with large applicant pools.

Since candidates are screened by their own responses, fewer grievances result.

Export Applicant Data to Sign-In Sheet

Procedure

- From your database, create a delimited text file with last name, first name, social security number and interview date/time.
- From Excel, click on Open from the File menu and specify “all” from “List files type.”
- Use Excel’s Text Import Wizard to define the fields (columns) in your text file.
- Add a column on the right for signature.
- Insert a row at the top of the spreadsheet with a large text title and add headings for each column (e.g., date, time, last, first, SSN, signature).
- Using the text box tool from the task bar, insert a text box at the top and type your confidentiality agreement.
- Go Page Setup and select Sheet in box that says “Rows to repeat at top.” Enter a range of rows (e.g., 1:3). This will repeat your title, confidentiality agreement and column headings at the top of every page.
- Highlight the cells in the spreadsheet and use Format, Cells, Borders to place lines around each cell.



You can randomly sort applicants before exporting to Excel and adding appointment times.

Example: Excel Sign-In Sheet

Random Number
and Appointment

Security Agreement

SSN important for
upload

Add block for
signature

By signing below, I agree not to discuss the oral examination including the identity of assessors, questions asked, or any other pertinent information until all candidates have been interviewed. I further understand that violation of this agreement will result in immediate removal from the selection process.

BD	No.	Date	Time	Last	First	SSN	Signature
	1	12/10/96	830	Johnson	Ellen	556-71-0147	
	2	12/10/96	830	Garcia	Robyn	560-49-6597	
	3	12/10/96	830	Cantros	Mary	585-73-3211	
	4	12/10/96	830	Levine	Heber	555-79-7600	
	5	12/10/96	830	Smith	John	565-11-6127	
	6	12/10/96	900	Topp	Bruce	384-95-5294	
	7	12/10/96	900	Henderson	Joe	345-96-7474	
	8	12/10/96	900	Kerry	Dave	484-95-9090	
	9	12/10/96	900	Washington	Sue	454-08-4826	
	10	12/10/96	900	Schmidt	Jack	565-11-6127	
	11	12/10/96	900	Wong	Dave	565-11-6127	

Convert Sign-In Sheet into Score Summary



Procedure

- Refer to the previous slide for exporting text files.
- If you already have the sign-in sheet, copy it to a second worksheet and delete the columns for signature, and interview date/time. Save SSN for later upload to tracking system.
- Add one column for each rating dimension. Duplicate the column headings for each assessor.
- Add a column to the right side of the spreadsheet and sum or average the ratings.
- During interviews, enter ratings as forms are completed.
- Print spreadsheet at the end of each day and check scores; back-up file on floppy.
- Highlight the spreadsheet cells. Create a second worksheet or file and select Paste Special from the Edit menu. Choose the option to paste Values. This will replace any formulas in your spreadsheet with the values that resulted from the formula, typically the sum or average of the ratings. Delete all columns but the SSN and final score.
- Save this worksheet as a delimited text file, using the Save As option.
- Import the file into Sigma IV or TRAC.

When not checking-in candidates, have support staff enter data into laptop computer.

Score Summary

Board assignment

Random number

Assessor ratings by dimension

Average ratings, include weights if needed

BD	No.	Last	First	SSN	Assessor												Avg.
					1				2				3				
					OC	PS	DP	C/T	OC	PS	DP	C/T	OC	PS	DP	C/T	
A	149	JOHNSON	REGGIE	559-96-2262	4	3	3	4	4	4	4	5	3	4	4	5	3.92
C	285	RODRIGUEZ	VICTOR	546-53-9757	4	3	4	3	5	4	5	4	4	4	4	3	3.92
D	423	JACOBSON	TODD	553-37-3417	7	6	6	7	7	6	6	7	7	6	6	7	6.50
B	14	CALLAN	JULIO	564-77-6725	4	2	3	4	4	2	4	3	5	3	4	5	3.58
F	155	IBARRA	WONG	570-41-3995	3	4	6	5	3	4	6	5	4	5	6	5	4.67
I	297	CAMPOS	ARAGON	550-77-2577	3	2	4	3	3	2	4	3	3	3	4	3	3.08
J	439	JACOBSON	LENNY	571-63-0462	2	2	2	3	2	2	2	3	2	2	3	3	2.33
B	28	CALLAN	GARCIA	562-49-6395	5	5	4	5	5	5	5	5	5	5	5	6	5.00
A	165	IBARRA	LAZRAC	555-73-2987	1	1	1	1	2	1	1	1	2	1	1	1	1.17
C	442	JONES	GARDNER	570-25-4000	1	0	0	2	2	1	0	2	1	1	0	1	0.92
D	37	JOHNSON	RIGHTMIRE	548-61-3717	3	3	3	3	3	3	3	3	3	3	4	3	3.08
E	453	SMITH	BELLUSA	557-02-4947	3	4	4	4	3	4	4	3	4	4	5	4	3.83
A	186	TRABAKOO	JOHN	615-68-2546	6	6	6	7	6	6	6	7	6	6	6	7	6.25
C	327	VERNCAK	WENCESLA	571-43-4526	3	1	2	3	3	1	1	3	3	1	1	3	2.08

Scan Oral Board Ratings



Requirements

- Scannable rating forms
- Scanbook form definition software
- Portable scanner (2250)
- Laptop with Excel

Procedure

- Ensure that you have a stock rating form that is compatible with your applicant tracking system and scanner.
- TRAC users contact TRAC systems; Sigma users contact Scantron for samples of compatible forms.
- For SigmaIV users, use the Scanbook software to define the form that you will be using.
- Customize your form by placing your logo and the rating dimensions in a word processing or graphics file, then run the blank forms through a laser printer. We assign one rater to bubble-in the rating for three panelists.
- The completed forms are scanned into a portable scanner connected to a laptop computer running the Scanbook software.
- The text file that results is imported into Excel. Formulas and headings are added, then the completed spreadsheet is uploaded into the applicant tracking system.

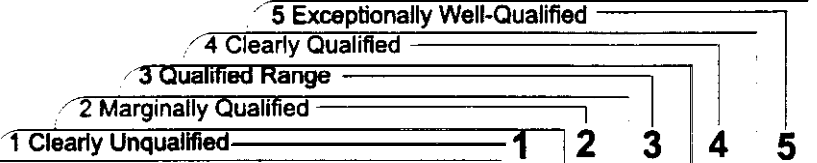


CITY OF OAKLAND POLICE OFFICER TRAINEE

Candidate ID

0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

Orals Rating Sheet



ASSESSOR 1		blank row ↕	1	2	3	4	5
	Oral Communication/Comprehension		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>ratings</i>	Problem Solving & Decision Making		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Dealing with People/Empathy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Composure/Tolerance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASSESSOR 2		blank row ↕	1	2	3	4	5
	Oral Communication/Comprehension		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>ratings</i>	Problem Solving & Decision Making		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Dealing with People/Empathy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Composure/Tolerance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ASSESSOR 3		blank row ↕	1	2	3	4	5
	Oral Communication/Comprehension		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>ratings</i>	Problem Solving & Decision Making		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Dealing with People/Empathy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Composure/Tolerance		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	blank row ↕		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A=11, B=12, C=13, D=14 E=15	Board Number (1st digit) →		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F=21, G=22, H=23, I=24 J=25	Board Number (2nd digit) →		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
✓ Are ratings correctly transferred from individual sheets?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
✓ Is candidate number coded correctly (essential!)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
✓ Is board identification coded correctly (essential!)			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
✓ Have interrater differences of >1 point been discussed?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
✓ Are comments consistent with ratings awarded?			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Laptops at Assessment Centers



Requirements

- Laptop computer
- Excel or Lotus 1-2-3
- Portable printer

Print out assessor ratings on last day
for the integration session.

Procedure

- Create a model spreadsheet for one person. Rating dimensions (KSAs) are rows, exercises, assessor initials, and rating dimensions are columns.
- Insert the dimension weights and required formulas (as shown below) and double-check using fictitious data and a hand calculator.
- When it is perfect, copy the spreadsheet so you have one for each candidate.
- When the test is over, you can copy the spreadsheets, “paste special” to remove the formulas, and create an export file to feed the data directly into your applicant tracking system.
- The individual spreadsheets are also helpful for feedback to candidates.

Assessment Center Score Summary

Create one spreadsheet per candidate

Exercise, assessor initials, and ratings

Dimension weights and weighted averages

Number	1										
Name	Joe Candidate										
Assessor	Written		In-Basket		Tactical		Role Play		Average	Dimen	Weighted
Initials	MJ	DW	JM	DW	BB	RD	JK	AA	Rating	Weight	Average
Leadership					3	2	2	4	2.75	10.39	28.57
Adapt/Flex					5	3	2	3	3.25	15.58	50.64
Sensitivity			2	2			3	3	2.50	11.69	29.23
PS/DM	3	3	2	2	3	3			2.67	16.88	45.01
Composure					4	4	5	3	4.00	12.99	51.96
Plan/Org			2	2	3	3			2.50	7.79	19.48
Written Comm	4	3	2	2					2.75	11.69	32.15
Oral Comp.					3	4	3	3	3.25	12.99	42.22
										100.00	299.25
										Final	59.85

Sum weighted averages for final raw score.

Format adapted from Dennis Joiner & Associates.

Standardize Scores in Excel



Caution: An error in one rating affects all standard scores for that board!

Procedure

- Randomly assign candidates to panels.
- Enter panel assignment & scores on-site.
- Average candidate scores with weights, if needed.
- Double and triple-check everything!
- Sort spreadsheet by panel.
- Insert blank rows under each panel.
- Calculate panel average =average(H4:H54)
- Calculate panel standard deviation =stdevp(H4:54)
- Add column next to each candidate's average score.
- Enter formula for T-Score, using board mean & SD.
- Example: =(((I4-\$H\$55)/\$H\$56)*10)+50
- \$H\$55 “freezes” formula to go back to same average.
- Repeat for each panel ensuring correct mean and SD.
- Copy worksheet to second worksheet, but use “paste special” and choose “values” only. Replaces formulas with numbers.
- Delete all rows and columns but SSN and T-Score.
- Import to Sigma4 or TRAC and issue notices.

What's Next?



Internet Options

- Announcements
- On-line applications
- On-line screening tests
- Applicant outreach & training
- Score notification

Issues

- Applicant access to Net
- Accuracy of data
- Confidentiality/security
- Targeted local recruitment v. world-wide distribution
- Network failures and lost applicant data

Phone Notification Systems

- Call for test scores
- Batch calls to reschedule tests
- Call for interview appointment
- Phone for current status on eligible list
- Telephone screening

Issues

- Confidentiality/security
- PINs or access codes
- Implementation costs
- Ease of downloading data