From Feedback to Future

Informing Process Improvements in Assessment Strategy

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July 2023

HC
CONNECTED. ENGAGED. VALUED.

Implementation Timeline

- June 2020 – E.O. 13932 issued
- Oct 2020 – Automated, OTS Assessment Battery Procured
- Dec 2020 – DOI Assessment Policy Updated; Guidance Issued
- FY20 to FY21 – 14,200% increase in job announcements not solely reliant on applicant self-evaluation
- Aug 2021 – DOI Assessment Policy and Guidance further refined
- Fall 2021 – DOI partners with OES for evaluation of assessment practices
- Jan 2022 – Agencies required to meet 100% compliance with E.O. 13932

Assessment Options

- Options for In-House Developed Assessments
  - SME Structured Resume Reviews
  - Structured Interviews
  - Writing Samples
- Options for OTS and Custom-Developed Assessments
  - Situational Judgment Tests
  - Automated Writing Evaluations
  - Video-based Asynchronous Interviews
  - Cognitive Ability Tests
  - Job Knowledge Tests
  - USA Hire
- Details listed in DOI Assessment Guide
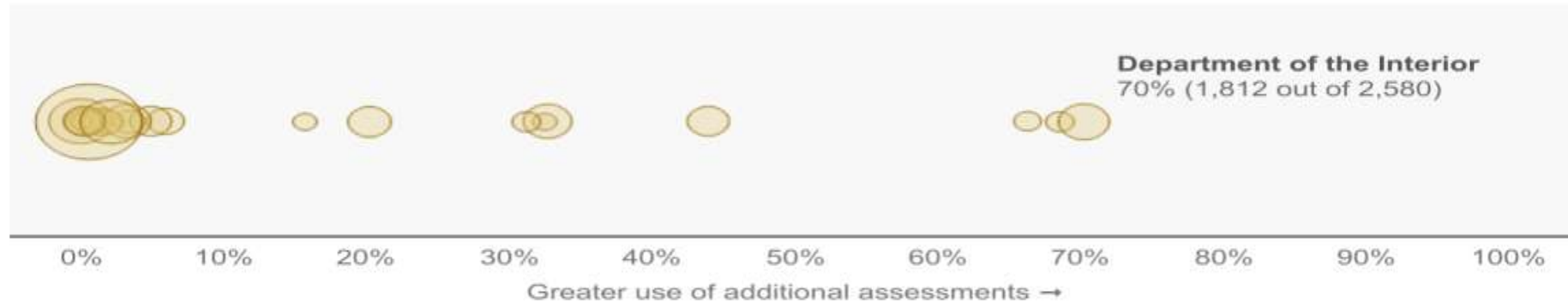 - https://doi.gov/pmb/hr/assessment

Implementation Results

- DOI is a leader in the Federal Gov!

Who is using additional assessments?
—

Each bubble is **an organization, sized by number of job announcements posted.**

The farther right a component, the higher their rate of using an additional assessment besides the self-assessment.

To drill down, select an agency in **Filters**.

Department of the Interior
70% (1,812 out of 2,580)

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Greater use of additional assessments →

Note | Agencies may be using informal assessments not represented in this figure because they are not tracked.

To fully adopt using an additional assessment, agencies may need to develop and validate new assessments; retrain or hire staff; integrate subject matter experts; and update IT systems to better track assessments and assess applicants.

Format of Presentation

- Format
  - Type of Metric
  - Specific Metrics Reviewed
  - Findings
  - Recommendations and/or Opportunities for Further Study
- Goals
  - Inform other Federal agencies seeking to implement similar measures in response to E.O. 13932
  - Provide insights to those asked to advise or provide solutions to help agencies improve assessment practices

Measure #1 - Applicant Perspectives

- Metrics Reviewed – CHCO Council Applicant Satisfaction Survey; DOI Entry Survey
- Findings
  - FY20Q1 through FY21Q1 (prior to implementation) – overall applicant satisfaction 7.64 (n = 390)
  - FY21Q2 through FY22Q4 (post-implementation) – overall applicant satisfaction 7.95 (n = 539)
  - July 2020 – June 2021 (n = 1172)
    - 51% favorable response for speed of hiring process
    - 81% favorable response for opportunity to present job-related skills and qualifications
  - July 2021 – January 2023 (n = 3115)
    - 46% favorable response for speed of hiring process
    - 77% favorable response for opportunity to present job-related skills and qualifications
- Recommendation - ↑ outreach to applicants
- Future analysis – More nuanced measures by assessment type

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Measure #2 – Quality of Hires

- Metrics Reviewed – Percentage of vacancies with selections made; CHCO Council Hiring Manager Satisfaction Survey

- Findings
  - Selection Rate
    - Self-evaluation only – 72%
    - Automated-online assessment battery – 67%
    - Manual assessment – 62%
  - Slightly Higher Hiring Manager Ratings prior to implementation (n = 1416 prior; n = 1425 post)
    - Overall Satisfaction with Hiring Process (7.27 vs. 6.94 on 1-10 scale)
    - High Level Satisfaction with Assessment Tools (60% vs. 55%)
    - High Level Satisfaction with Candidate Skills and Qualifications (64% vs. 59%)
    - Six-month Satisfaction with Hires – (8.67 vs. 8.25 on 1-10 scale) (n=169; n=126)

Measure #2 – Quality of Hires

- Recommendations
    - Increase outreach to hiring managers
        - Address assessment myths
        - Demystify various assessment options
        - Address concerns around time to hire and DEIA outcomes

    - Develop better refined metrics for quality of hire
        - E.g., full-scale validity studies for cases that may be generalizable to broader hiring outcomes

Measure #3 – Time to Hire

- Metrics Reviewed – Applicant Flow Data

- Findings
  - From vacancy close to certificate issued
    - Self-Evaluation Only – 12 day average
    - Self-Evaluation plus automated online assessment battery – 15 day average
    - Self-Evaluation plus manual assessment – 27 day average
  - Largest portion of time to hire
    - Certificate with hiring manager for selection – roughly 35 days average regardless of assessment type
  - From vacancy close to selection made
    - Pre-implementation – 50.6 day average
    - Post-implementation – 54.3 day average

- Recommendation – ↑ training and communication to hiring managers → may require less evaluation once cert received

- Further analysis – Examine time to hire by manual assessment type

Overall Takeaways

- Importance of change management
- Need for outreach across the board
- Opportunity to further refine metrics
- Adaptability is key
- Balancing quality of hire with time to hire

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