

Tools and Techniques to Assist Selection Officials

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Phil Walmsley, Office of Personnel Management
Lauren Lilly, Marriott International
Hanna (Pillion) Greenberg, Customs and Border Protection

Introduction

- ▶ Ensuring a good selection process doesn't end with instrument development
 - ▶ Cut scores
 - ▶ Scores need to be combined
 - ▶ Application of rules
 - ▶ Decision-maker
- ▶ There are typically many challenges
 - ▶ Many factors to consider
 - ▶ Agendas
 - ▶ Tradition
 - ▶ Human decision-making
- ▶ There are tools to assist

Panelists

Lance Anderson



- Director, Public Sector Talent Management, HumRRO
- 30 years of experience developing solutions for hundreds of types of jobs including those in federal, state, and local public safety organizations

Hanna Pillion



- Personnel Research Psychologist, U.S. Customs and Border Protection
- 11 years of experience working as an industrial organizational psychologist and developing solutions in both the private and public sector.

Lauren Lilly



- Senior Manager, Talent Management & Organizational Capability, Marriott International
- 6 years of experience creating and implementing hiring & employee development solutions, and 4 years of experience implementing solutions for high volume hiring.

Phil Walmsley



- Lead Personnel Research Psychologist, OPM
- 15 years of experience designing and implementing evidence-based HR solutions

Question 1

- ▶ **Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?**
- ▶ How do you assist decision-makers when they have many scores and inputs to consider?
- ▶ Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?
- ▶ What methods can you use to structure the decision-making process in order to encourage validity?
- ▶ What methods can you use to structure the decision-making process in order to encourage equity and demonstrate fairness?
- ▶ Dashboards are increasingly common as tools to assist in organizational decision-making. Do you see an application here and if so, what are the considerations when using this type of tool?

Question 2

- ▶ Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?
- ▶ **How do you assist decision-makers when they have many scores and inputs to consider?**
- ▶ Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?
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Question 3

- ▶ Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?
- ▶ How do you assist decision-makers when they have many scores and inputs to consider?
- ▶ **Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?**
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Question 4

- ▶ Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?
- ▶ How do you assist decision-makers when they have many scores and inputs to consider?
- ▶ Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?
- ▶ **What methods can you use to structure the decision-making process in order to encourage validity?**
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- ▶ Dashboards are increasingly common as tools to assist in organizational decision-making. Do you see an application here and if so, what are the considerations when using this type of tool?

Question 5

- ▶ Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?
- ▶ How do you assist decision-makers when they have many scores and inputs to consider?
- ▶ Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?
- ▶ What methods can you use to structure the decision-making process in order to encourage validity?
- ▶ **What methods can you use to structure the decision-making process in order to encourage equity and demonstrate fairness?**
- ▶ Dashboards are increasingly common as tools to assist in organizational decision-making. Do you see an application here and if so, what are the considerations when using this type of tool?

Question 6

- ▶ Assuming you have valid selection tools available, what are some of the challenges organizations face when making selection decisions?
- ▶ How do you assist decision-makers when they have many scores and inputs to consider?
- ▶ Decision makers often want flexibility in terms of how they make decisions; how do you balance that with the need to have a structured process?
- ▶ What methods can you use to structure the decision-making process in order to encourage validity?
- ▶ What methods can you use to structure the decision-making process in order to encourage equity and demonstrate fairness?
- ▶ **Dashboards are increasingly common as tools to assist in organizational decision-making. Do you see an application here and if so, what are the considerations when using this type of tool?**

Questions for Audience Participants

- ▶ What are some things you've seen decision-makers do that may have interfered with an otherwise well-designed process?
- ▶ We've discussed some methods for balancing flexibility and structure. Have you heard of other methods being used?
- ▶ What are some other ways to encourage valid decision-making?
- ▶ What are some other ways to encourage fair decision-making?
- ▶ Have you ever used a dashboard or other tool to assist? What other ideas do you have?

Questions? Comments?