



# **Career Paths and Training Needs for Public Sector Assessment Professionals.**

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# Introduction

- Participants
- Purpose





# Take Survey





# Hand Out





# Senior Organizational Effectiveness Consultant

- **Summary:** Drives new talent management business strategies and cultural transformation through-out the enterprise in collaboration with leaders up to the C-Suite level. Designs, develops and implements solutions in the areas of change management, succession planning, organizational design, strategic planning, leadership development, and executive team building.
- **Job Responsibilities:** Strategic Business Partner: Utilizes a collaborative consulting approach to provide organizational development solutions for both division and enterprise-wide initiatives. Partners closely with leadership up to the C-Suite level to ensure alignment and integration of development strategies with key business drivers. Conducts organizational diagnostics and provides targeted recommendations to improve organizational performance. Change Agent: Proactively recognizes the need for innovation or improvement and initiates efforts to explore alternative solutions. Encourages leaders to question established processes and traditional assumptions; seeks and uses input from diverse sources to generate alternative approaches; promotes experimentation by rewarding early adopters and their progress. Takes action to improve organizational culture, systems, processes, and structure. Influencer: Devises an influence approach that favorably positions one own agenda while addressing the shared goals of clients. Presents logical rationale and recommendations in a manner that clearly links them to critical business priorities. Adjusts influence strategy based on clients perspectives; Builds trust during the influence process; Other duties as assigned.





# Professionalization

- Need for professionalization in HR in general
- In public sector HR
  - Public sector HR may be even more difficult than private sector HR – at least in terms of assessment, selection, and recruitment



# Purpose

- The continued development of public sector assessment as a profession requires knowledge of the career paths of individuals active in public sector jobs and also their needs and ways of meeting those needs through training and certification.





# Purpose

- This requires knowledge the minimum qualifications needed to advance upwards through different promotional positions, the performance criteria that must be met and the soft skills and competencies that must be developed.



# Purpose

- With sufficient knowledge of the career steps and associated knowledge, skills and abilities, it is then possible to consider issues such as the development of certification and the development of courses or content to meet educational needs.



# Survey 1





# Public Sector Difference

- Retain the same general title (e.g., "Test & Validation Specialist") and gain either numerical band levels or the Government Service levels (alphabetical) after their title. For instance, Test & Validation Specialist I, II, III, IV, V, VI, VII.



# Management

- May advance to high levels without taking on supervisory or management duties
- May have to or want to change agencies in order to advance
  - Rather than changing companies – change agencies



# Competencies

- Competencies may stay the same as one advances
  - What changes is scope of responsibility
  - Breadth of organization impacted by decisions



# Important Experiences

- Early in career
- Development and recommendation concerning standards
- Testifying in court
- Becoming a technical expert in given area
- Higher levels
- Politics



# Survey 2

- 50 Assessment Professionals
- Over 10 Average Years of Experience





# Survey 2 - Needs

- Developing content valid tests
  - Felt better about interviews
  - And job analysis
- Alternative selection techniques
- Probably overconfident about knowledge of discrimination theories
- Also knowledge of adverse impact
  - We find people misunderstand basic concepts of adverse impact



# GLEAN

- Great Lakes Employment Assessment Network
- GLEAN



# Glean - Why

- Meet assessment needs of professionals in Midwest
- Ohio and surrounding states
- Increased cost of travel and need for professionalization and development



# Mission

- Create a network for learning about best-practices and state-of-the-art assessment and selection techniques from experts in the field
- Employment assessment professionals representing both the private and public sector (and consultants and academics)
- GLEAN members come from Ohio, Indiana, Illinois, Michigan, Kentucky, West Virginia, Wisconsin and the Erie, Pennsylvania area.
- Provide developmental opportunities to our members by offering high quality, low cost training geared specifically at employee selection that is both valid and legally defensible.



# Contact

- For further information, please visit our website at  
<http://psych.bgsu.edu/GLEAN>
- Facebook  
<https://www.facebook.com/groups/greatakesemploymentassessmentnetwork/?fref=ts>
- LinkedIn (???)
- Twitter (???)