



# **eAssessment in an eGovernment World**

**A Presentation to  
The IPMA Assessment Council**

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***Marilyn Gowing***  
*Vice President, Aon Consulting*



# Presentation Agenda

- Transformation of the Public Sector into the World of eGovernment
- Implications for Assessment
- Demonstration of Some of the Newest Technologies
- Discussion/Questions



# eAssessment in an eGovernment World

- Transformation of the Public Sector into the World of eGovernment

# Our Customers: The U. S. Population

- How many people are serviced by our federal, state and local governments?



# Our Customers: The U. S. Population

- The U. S. population is now more than 281 million. It grew more between 1990 and 2000 than during any other 10-year period in American history according to the U. S. Census Bureau.
- This 32.7 million jump beats the explosive growth of 28 million between 1950 and 1960 that was fueled by the births of the baby boomers.

# Our Customers: The U. S. Population

- Are Our Customers Ready for eGovernment?

# Council for Excellence in Government

- A recent public-opinion survey conducted for the CEG found that citizens have high expectations for the future of e-government. People see e-government as more efficient and offering high-quality services. They see it as leading to a more informed and empowered citizenry and a more accountable government.
- People not only want easy-to-use electronic access to government information, they want to have their voices heard. They want interactive government.



# Internet Usage: U. S.

- US Dept of Commerce Report, Oct. 2000: “Falling through the Net: Toward Digital Inclusion”
  - 44.4% of Americans are using internet and growing; over 50% by mid-2001
  - 58% of households have internet access
  - 44.6% of men v. 44.2% women are internet users

**However!**

- Source for Slide: Mark J. Schmit, ePredix, Inc.



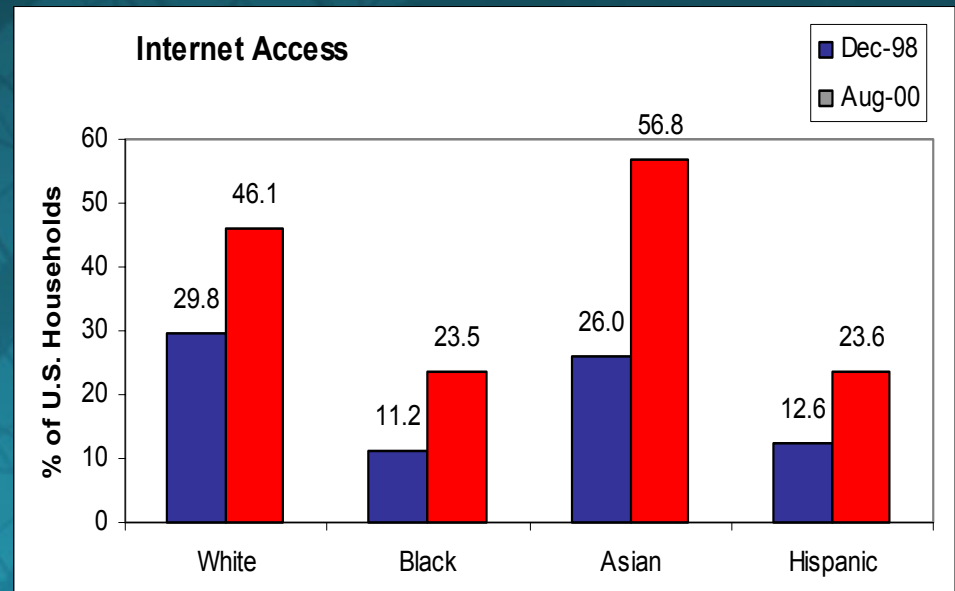
# Internet Usage: U. S.

- US Dept of Commerce Report, Oct. 2000: “Falling through the Net: Toward Digital Inclusion”

- ◆ 23.5% of Black households have access
- ◆ 23.6% of Hispanic households have access
- ◆ 21.6% of Persons with a Disability have access
- ◆ 29.6% of Individuals 50 years of age or older are internet users

- Source: ePredix

Mark Schmit



# Progress in eGovernment

- The United States is the World Leader in embracing eGovernment.
- True or False?



# U. S. Lags Other Nations in Embracing E-Gov

- Federal Times article by George Molaski, former CIO for the U. S. Department of Transportation.
- Summarized Global Forum in March 2001 with 122 countries in Naples, Italy (see [www.globalforum.it](http://www.globalforum.it))




# U. S. Lags Other Nations in Embracing e-Gov

- “The United States is a late-comer to the e-government world and it is not yet the will of our citizens, civil servants and legislators to be the leader in this worldwide transformation of governments.
- Other countries are investing more resources and a greater percentage of their resources than we are. Britain, Australia, New Zealand, Finland and others have placed this effort higher on their agendas than we have.”



# U. S. Lags Other Nations in Embracing E-Gov

- France found that putting government forms online eliminated 30 percent of the old forms, making government more efficient and less costly.
- Italy found improved government operations by linking 40 national agencies and local governments through a common network, allowing them to share information and respond quicker to customers.
- Brazil has been able to bring government closer to its citizens by setting up neighborhood kiosks to provide government services.



# E-Gov Projects to Cross Fed, State, Local Lines

- **FirstGov:** governmentwide web portal; launched in three months with GSA at the lead. Searches by subject category.
- **Federal CIO Council** intends to use this as a model and to launch a half dozen pilot projects to streamline dozens of citizen transactions with federal, state and local government. Pilots are to be launched in summer of 2001 with results available in Sept. 2001.

# E-Gov Projects to Cross Fed, State, Local Lines

- **New business registration:** a Web site that will have all government forms necessary to start a new business.
- **Recreation:** A Web site containing all federal, state and local recreational activities in a given location.
- **Automated forms:** Federal, state and local forms for similar functions will be grouped on one Web site and have an automatic fill-in feature so information entered on one form – such as income information – is fed to other forms the user selects.

# E-Gov Projects to Cross Fed, State, Local Lines

- **Geographical Information System:** A Web site offering a variety of information – from school menus to crime rates – for a given ZIP code.
- **Contacting Government:** A powerful search that directs citizens' information requests such as how to apply for medical benefits, to the correct federal, state or local agency automatically.



# eTailers

- Who is the largest eTailer in this country?






# “Uncle Sam, a Top eTailer”

## ■ From The Washington Post:

- “Rare wild mustangs and burros. Oil drilling leases... A mothballed Coast Guard cutter. These are a sampling of the thousands of items sold by the federal government on the Web, part of what one new study argues is the largest e-tailing operation going today.”
- “According to Federal Computer Week and the Pew Internet & American Life project, the feds are the world’s largest Web retailer, with \$3.6 billion in sales in 2000. Amazon.com had \$2.6 billion in revenue. Most of the sales are from the Treasury Department, which moved \$3.3 billion in U. S. Savings Bonds and other government debt over the Web in 2000.”



# eTailer Business Potential - Worldwide

- According to the May 24, 2001 Washington Post:

“Almost 1 billion people or about 15 percent of the world’s population will be using the Internet by 2005, growth that may generate more than \$5 trillion in online commerce by the end of that year, according to the market research group IDC.”

# Service Excellence: The Payoff

- \$6.8 trillion projected to be spent online by 2004 (up \$657 billion from 2000)
- eTailers must realize that superior customer service is a key factor to online success
- Survey of the 100 most popular eTailers:
  - Only 11 sites offer real-time customer interaction
  - 51 sites respond in less than 1 day
  - 24 sites failed to respond

Source: C.E. Unterberg, Towbin 2000



# eService

## ■ Competition is only a click away

- 67% of Internet buyers do not make repeat purchases\*
- 67% of shoppers abandon a Web site before a transaction is complete\*\*
- An estimated \$6.1 billion in revenues were lost due to insufficient customer service\*\*\*

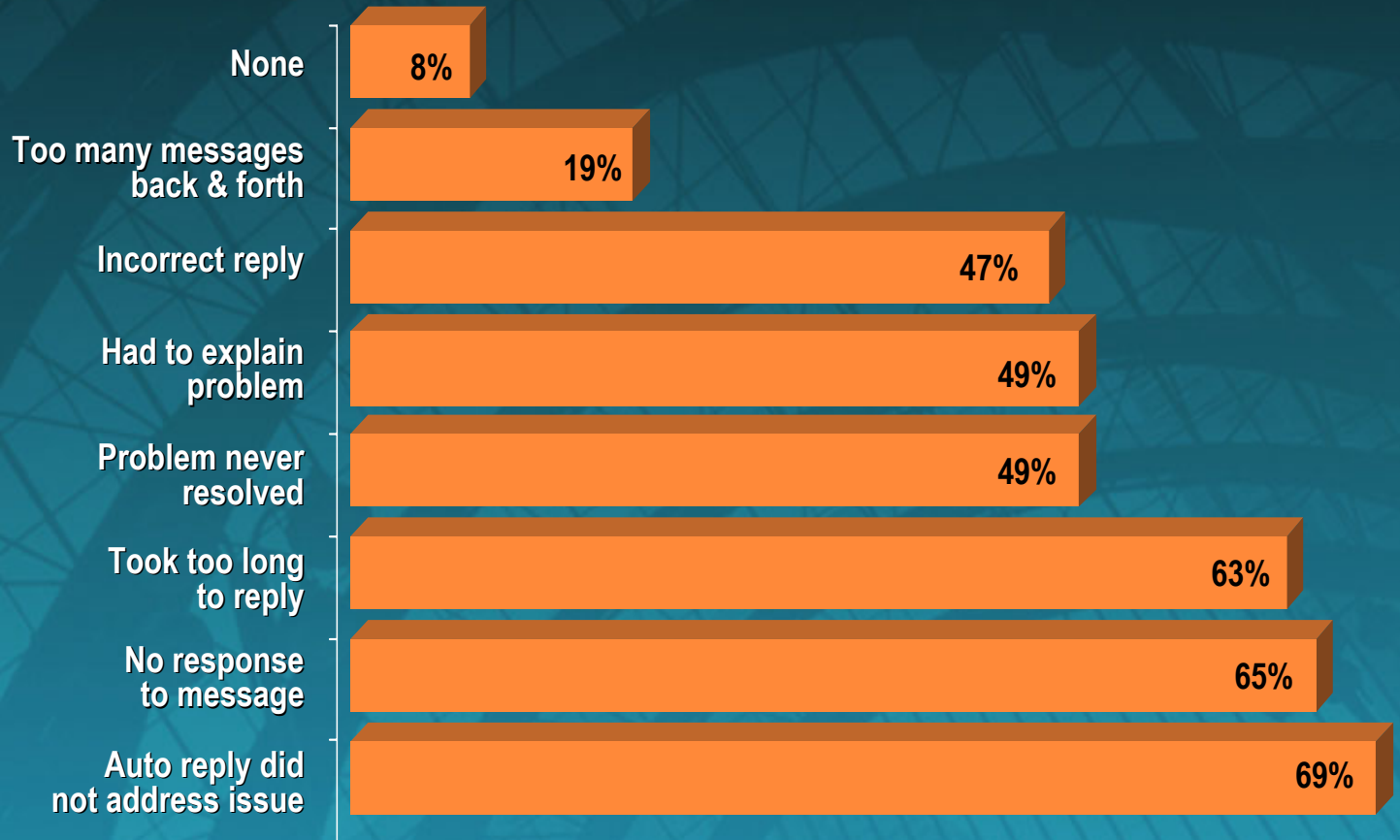
\* McKinsey & Company, 2000

\*\* Forrester Research, 2000

\*\*\*Datamonitor, 2000

# In eService People Still Matter

## Problems Using E-Mail to Obtain Customer Service



# eAssessment in an eGovernment World

- Implications for Assessment

# Driving Service Excellence

The Customer Experience

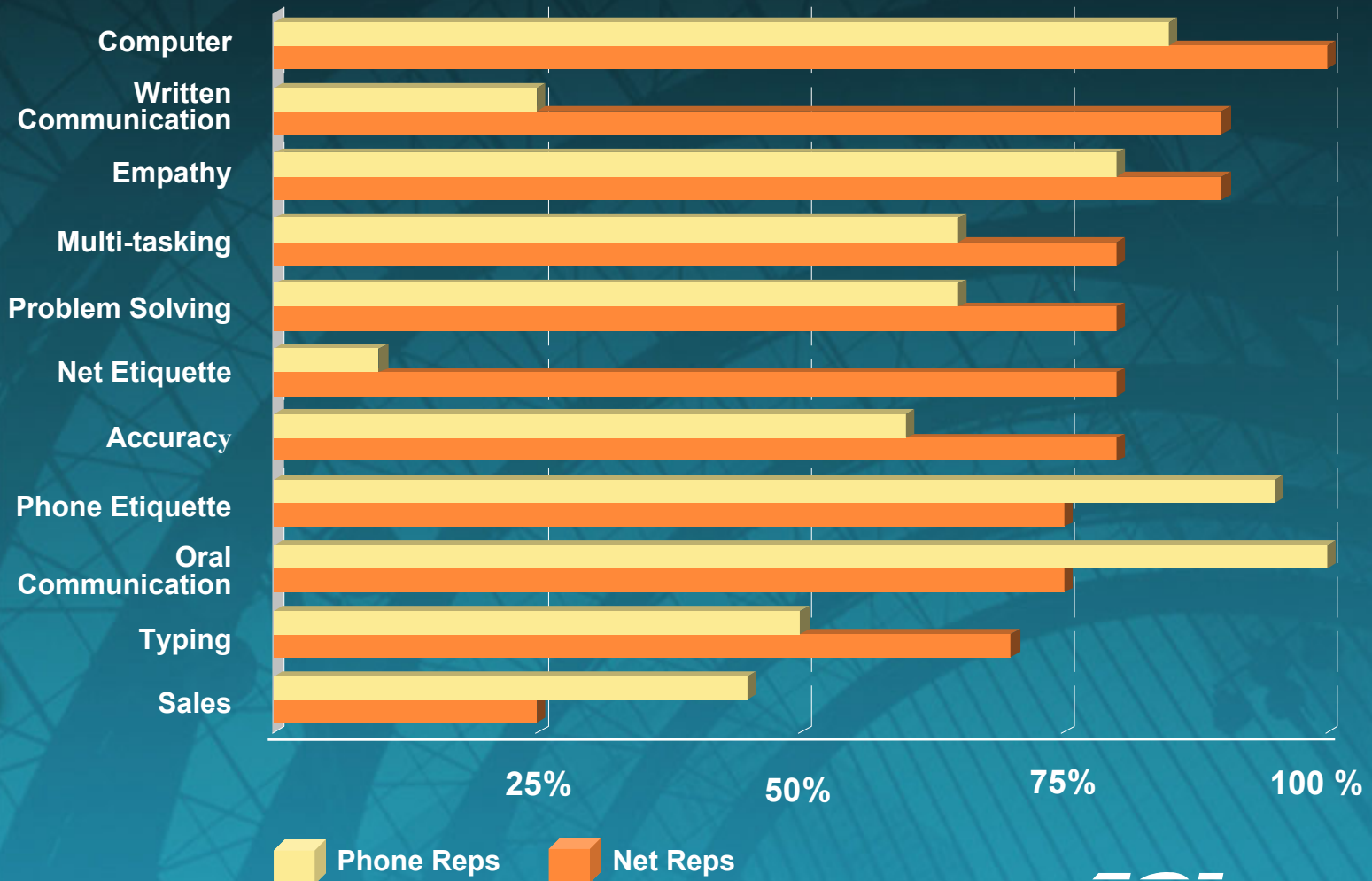
Agent Skill & Motivation

## People Management

- Recruitment & Selection
- Training & Development
- Performance Management

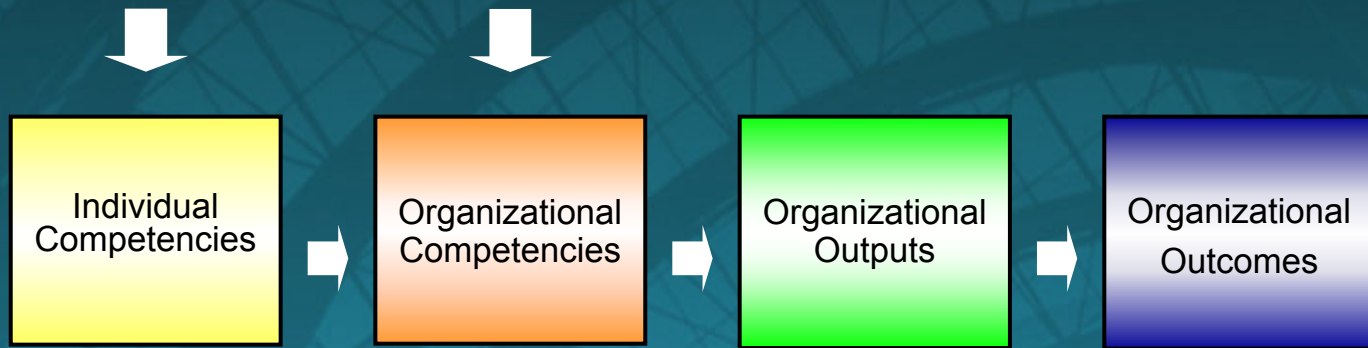


# Agent Selection: Challenges



# MODEL FOR VIRTUAL ASSESSMENT

Define and Assess Competencies/Outcomes



Environmental Factors



# Individual Competencies

- Job Analysis
- Training Needs Assessment
  - Work Behaviors
  - Knowledge, skills, abilities, other characteristics
  - Competency Models – Superior Workers
  - Assessment Center Dimensions



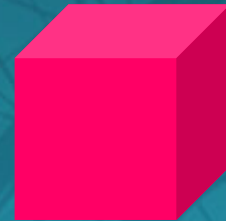
# Individual Competencies

## ■ Schmidt and Hunter, 1998

Ability + Suitability tests	.60
Work Sample Tests	.54
Behavioral Event Interviews	.51
Ability tests	.51
Interviews non-behavioral	.38
Assessment Centers	.37
Biodata	.35
Suitability Tests	.31
References	.26
Education/Experience (Work accomplishments)	.110

# Emotional Intelligence

- The significance of IQ
  - According to IQ test scores, IQ accounts for about 25% of how well people perform in their careers, which leaves 75% of job success unexplained





# Whole Person Measurement

- Knowledge
- Ability (Intelligence and Emotional Intelligence)
- Personality (Social and Emotional Competence)
- Motivation
- Values

# Organizational Competencies/Capabilities

## ■ Training Needs Analysis

- Irwin Goldstein: Traditional Job Analysis and Organizational Analysis

## ■ Organizational Culture Assessment

- Map people to culture
- Replicate culture in virtual assessment





# Organizational Outputs

- **Output Assessment: What the organization measures**
- **Replicate Outputs in Virtual Assessment**
  - The kinds of measures available to management





# Organizational Outcomes

- **Outcome Assessment: What the organization measures**
  - **Balanced Scorecard**
- **Replicate Outcome Measures in Virtual Assessment**
  - **The kinds of outcome measures available to management**



# Environmental Factors

- **Environmental Scan: the Business Issues/Political Issues Confronting the Organization**
- **Replicate Environmental Factors in Virtual Assessment**
  - The kinds of business/political issues confronting management
  - Hewlett Packard LEAD Program changes each year
  - Sun Microsystems



# Virtual Assessments

- But are the new internet assessments
  - Faster
  - Cheaper
  - Better?

# Faster ...

- Time to Hire is critical for companies
- Kennedy Information estimates that the number of weeks it takes to move from candidate verification to negotiation to closing:
  - ⑧ Traditional recruiting methods: approx 12 weeks
  - ⑧ Newspaper classified ads: 30 – 45 days
  - ⑧ Internet recruiting: 4 weeks
  - ⑧ Internet virtual assessment – 2 hours with scores within 15 minutes (ASI/Aon edit)

Source for next three slides: Mark Schmit,  
ePredix

# Cheaper ...

- Employment Management Association (EMA) conducted a survey and estimate that the average cost per hire:

⑧ Traditional advertising	\$3,295
⑧ Internet advertising	\$377

- iLogos calculates the average cost per hire to be:

⑧ Internet recruitment	\$1000
⑧ On campus recruiting	\$2000
⑧ Job Fair hiring	\$3000
⑧ Newspaper advertising	\$5000
⑧ Staffing agency	\$12,000
⑧ Virtual assessment (ASI/Aon)	\$500



# Better?

- Faster and cheaper does not mean better applicants/candidates
- Internet recruitment can lead to the over-delivery of resumes
- Increased volume can overload recruiters and mean increased number of recruiters to sort and qualify applicants
- Methods of screening applicants (key word searching and knock-out questions) are inadequate
- More features does not necessarily mean more value
- **HOWEVER....**



# Better?

- **VALIDITY AND UTILITY EVIDENCE FOR VIRTUAL ASSESSMENTS IS BUILDING**
- **Customer Satisfaction increases**
- **Short Term Turnover Declines – Resulting in Substantial Savings to the Company**

# eAssessment in an eGovernment World

- Demonstration of Some of the Newest Technologies





# eAssessment in an eGovernment World

- REPeValuator
- LEADeValuator
- Crime and Punishment
- EPA Community Planning
- Virtual City/Virtual Office

# eAssessment in an eGovernment World

- Discussion/Questions