

Automated Hiring at CBP

Presentation to IPMAAC

June 22, 2005

Ilene Gast

Personnel Research and Assessment Division

Office of Human Resources Management



U.S. Customs and
Border Protection

Automated Hiring at CBP

CBP's on-line application system

- Used to fill all jobs in CBP, ICE, and CIS
- Provides easily accessed platform for job applications
- Improves efficiency of processing job applications
- Multi-year undertaking



U.S. Customs and
Border Protection

Automated Hiring at CBP

Consistent Application of Standardized Procedures

- Before developing questions, PRAD staff members:
 - Receive training on the question development process
 - Shadow experienced panel leader during the process
- Additional tools ensure quality of resulting questions
 - “How to” protocol for running question development panels
 - Templates for completed occupations
 - Library of “general category” questions
 - Guidelines for writing questions



Automated Hiring at CBP

Consistent Application of Standardized Procedures

- SMEs receive training in question development
- Guidance provided to SMEs
 - Keep statements and response choices as simple as possible.
 - Write for maximum understanding.
 - Avoid statements and response choices that can have more than one interpretation.
 - Response options should represent the full range of performance
 - Response choices should distinguish among candidates.



Automated Hiring at CBP

PRAD/SME Partnership

PRAD Role

- **Conduct** job analysis
- **Develop** test plan
- **Train** SMEs to write questions
- **Edit** and **revise** questions
- **Assign weights** based on job analysis
- Conduct final quality assurance review

SME Role

- **Complete** Job analysis
- **Modify** test plan
- **Write** questions for critical and important tasks
- **Adjust weights** based on job experience



Automated Hiring at CBP

What do our questions look like?

- Question formats
 - Multiple-choice
 - Multiple-answer/Multiple-choice
 - Yes/No
 - Long answer
 - Allows applicants to provide narrative justifying qualifications
 - Used sparingly
 - Is passed along to hiring official but does not get scored



Sample Question:

Multiple-Choice with Follow-up

Identify the extent to which you have created and maintained a filing system (for example, files organized by date or in alphabetical order).

- A. I have had no experience in performing this task.
- B. I have received training in maintaining files or filing systems but have not performed the task on the job.
- C. I have used an established filing system to organize and maintain material.
- D. I have created/maintained a filing system for internal/external documents and cross-referenced files/documents by related topics, originators or required actions. I have also reviewed and identified files for archiving, retirement, or destruction.

If you selected Response D in the previous question, list examples of the filing systems that you have created and maintained, including the methods that you have used to order the files (for example, alphabetical order, numerical order). If you selected Response A, B, or C, enter “Not Applicable.”



Sample Question:

Yes/No

Do you have experience in documenting, developing, or proposing employee disciplinary actions?

- YES
- NO



Sample Question:

Multiple-Answer/Multiple-Choice

The following options describe experience in applying statistical techniques to the development and validation of personnel assessments. Select all that apply.

- A. I have taken coursework on statistical techniques for the behavioral sciences above the basic level.
- B. I have conducted test item analysis and used item analysis statistics in test construction.
- C. I have conducted statistical studies for test validation.
- D. I have performed analyses using multivariate statistics (for example, covariance structural modeling, multidimensional scaling.)
- E. I have performed item calibration using the three-parameter model of item response theory.



Automated Hiring at CBP



U.S. Customs and Border Protection

Ilene Gast, Senior Research Psychologist
Personnel Research and Assessment Division
US Customs and Border Protection
1300 Pennsylvania Ave., N.W., Room 2.5B
Washington, DC 20229
(202) 344-3834