

# Personnel Decisions Research Institutes

a PREVISOR™ company

## **A Practical Approach to Gathering Minimum Qualifications**

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# Overview

- What are Minimum Qualification (MQ) Standards?
- Past research and approaches
- A practical example: HR Generalist
- Challenges and issues to consider

# What are Minimum Qualifications?

- Identify the minimum criteria for successful performance
- Can be used for easy screening of candidates who absolutely could not perform at a minimum level
- Usually phrased as a level of education, experience, or combination of the two

# Past Research and Approaches to Gathering MQs

- Few court–approved methods
  - Buster, Roth, and Bobko (1995)
  - Levine, Maye, Ulm, & Gordon (1997)
- Basic Approach
  - **Step 1:** SMEs determine MQs for each job
  - **Step 2:** Job analysts compile MQs and have additional SMEs rate accuracy or appropriateness
  - **Step 3:** Retain MQs with highest agreement
  - **Step 4:** Link MQs to critical tasks/KSAs

## Need for a Practical Approach

- Previous approaches designed for organizations under consent decree
- Too onerous for our group
  - Large government organization
  - 22 occupational groups
  - Not under consent decree
- Need to adhere to legal guidelines, but did not require such rigor
- Created a process that covered the bases in less steps, with less resources

# Process Overview

- Step 1: Selecting SMEs
- Step 2: Creating workshop materials
- Step 3: Conducting workshops
  - Step 3a: Establishing MQ standards
  - Step 3b: Validating content

## Step 1: Selecting SMEs

- Process presented to occupational group directors in an informational meeting
  - Value of MQs and how they are used
  - Required resources (e.g., number of SMEs, length of workshops)
- Directors encouraged to choose SMEs who were:
  - Available
  - Credible
  - Qualified
  - Diverse

## Step 2: Creating Workshop Materials

- Packets of materials created by OPM Series
- Section 1: MQ Table
  - Designed for gathering MQs at each level for each job
  - Pre-populated with OPM minimum qualifications for each series
- Section 2: Competencies and Tasks
  - Critical competencies and tasks taken from organization-wide job analysis



## Step 3: Conducting Workshops

- Workshops scheduled for each occupational group
- Informational Briefing
  - Defined MQs
  - Described the process and purpose of the effort
  - Addressed questions and concerns
  - Helpful in gaining buy-in from the workforce
- Reviewed and completed packets with SME panel in real-time on projected screen

# Step 3a: Gathering MQ Information

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
I (GS7 and below)										
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

- If an individual had no prior experience, is there a level of education that would allow him/her to perform minimally? If so, which education level?

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)										
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

- If an individual had no education at all, how much experience would he/she need to perform minimally?

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)				Min						
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

- How much experience would he/she need with each of the levels of education in between (if different)?

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp		Min						
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

➤ What are some behavioral examples of relevant experience?

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>		
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

➤ Is there a licensure or certification required to perform at this grade level?

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>	None	
II (GS8-12)										
III (GS13-14)										
IV (GS15)										

# Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level II

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
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II (GS8-12)										
III (GS13-14)										
IV (GS15)										



# Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level II

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
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I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>	None	
II (GS8-12)						Min				
III (GS13-14)										
IV (GS15)										

# Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level II

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>	None	
II (GS8-12)	N/A	Plus 6 yrs exp				Min				
III (GS13-14)										
IV (GS15)										

# Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level II

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
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II (GS8-12)	N/A	Plus 6 yrs exp	Plus 4 yrs exp	Plus 2 yrs exp	Plus 2 yrs exp	Min				
III (GS13-14)										
IV (GS15)										

# Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level II

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
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II (GS8-12)	N/A	Plus 6 yrs exp	Plus 4 yrs exp	Plus 2 yrs exp	Plus 2 yrs exp	Min		<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> <li>•Benefits exp.</li> </ul>	None	
III (GS13-14)										
IV (GS15)										

## Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level III

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>	None	
II (GS8-12)	N/A	Plus 6 yrs exp	Plus 4 yrs exp	Plus 2 yrs exp	Plus 2 yrs exp	Min		<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> <li>•Benefits exp.</li> </ul>	None	
III (GS13-14)	N/A	Plus 12 yrs exp	Plus 8 yrs exp	Plus 6 yrs exp	Plus 6yrs exp	Plus 4 yrs exp	Min	<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Benefits exp.</li> <li>•Formal or informal supervisory exp</li> </ul>	None	
IV (GS15)										

## Step 3a: Gathering MQ Information

➤ Repeat process for Grade Level IV

Work Role & Level	Less than a high school diploma	High school diploma or equivalent	Associates degree	Bachelor's degree	Post Baccalaureate certificate	Master's degree	Doctoral degree	What are some behavioral examples of relevant experience?	Is there a specific licensure or certification requirement? If so, please specify.	What tasks can be performed successfully based on licensure/certification
<b>HR Generalist</b>										
I (GS7 and below)	N/A	Plus 4 yrs exp	Plus 2 yrs exp	Min				<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> </ul>	None	
II (GS8-12)	N/A	Plus 6 yrs exp	Plus 4 yrs exp	Plus 2 yrs exp	Plus 2 yrs exp	Min		<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Basic HRMS system exp.</li> <li>•Benefits exp.</li> </ul>	None	
III (GS13-14)	N/A	Plus 12 yrs exp	Plus 8 yrs exp	Plus 6 yrs exp	Plus 6yrs exp	Plus 4 yrs exp	Min	<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Benefits exp.</li> <li>•Formal or informal supervisory exp</li> </ul>	None	
IV (GS15)	N/A	Plus 16 yrs exp	Plus 12 yrs exp	Plus 8 yrs exp	Plus 8 yrs exp	Plus 6 yrs exp	Plus 4 yrs exp	<ul style="list-style-type: none"> <li>•HR related exp.</li> <li>•Briefing exp.</li> <li>•Networking and consulting exp</li> <li>•Formal supervisory exp.</li> </ul>	None	

## Step 3b: Validating MQ Standards

- Gathering evidence of job relevance
- Linking MQs to critical competencies and tasks
  - Link to competencies
    - Specialized (e.g., Compensation, Recruiting/Staffing)
    - General (e.g., Multi-tasking, Problem Solving)
  - Link to tasks
    - Specialized (e.g., Participate in the recruiting, staffing, and hiring process.)
    - General (e.g., Work as part of a team.)

# Link MQs to Critical Competencies

- Which competencies would a minimally qualified candidate gain through fulfilling the MQ Standard at each level?

HR Generalist Specialized Competencies	Level	Linked to MQ?	Linked to Tasks?
<b>Human Resources</b> ...providing human resource services such as compensation, benefits, recruitment/staffing, or performance management.	I: II: III: IV:	<input checked="" type="checkbox"/> _____ _____ _____	
<b>Employee Relations</b> ... preventing and resolving employee issues including performance or conduct pro	I: II: III: IV:	_____ __x____ _____ _____	
<b>Compensation</b> ... financial, procedures related to pay, b	I: II: III: IV:	_____ __x____ _____ _____	
<b>Recruiting/Staffing</b> ...processes and procedures related to advertising positions; candidate recruiting and relationship building; and identification, selection, testing/assessment, interviewing, processing, monitoring, and hiring of candidates and applications for positions.	I: II: III: IV:	_____ __x____ _____ _____	

MQ I  
B.A., or  
A.A. plus 2 years of experience, or  
High School plus 4 years of experience



# Link Competencies to Tasks

- Which of these tasks could an individual perform after gaining each of these competencies?

## HR Generalist Specialized Tasks

ST1. Carry out policies and procedures associated with recruiting and staffing programs.

ST3. Participate in the recruiting, staffing, and hiring process.

ST4. Carry out human resources transactions necessary to ensure employee records (e.g., personal information, pay, benefits choices) are current and accurate.

## HR Generalist General Tasks

GT1. Use office computers and printers.

GT2. Help or assist coworkers, subordinates, or other employees when needed.

GT3. Work as part of a team.

GT4. Gather information and data necessary to complete work assignments.

GT5. Organize, prioritize, and/or schedule own or others work activities.

# Sample Competency–Task Linkage

HR Generalist Specialized Competencies	Level	Linked to MQ?	Linked to Tasks?
<b>Human Resources</b> ...providing human resource services such as compensation, benefits, recruitment/staffing, or performance management.	I: II: III: IV:	__x__ ____ ____ ____	ST1 – ST4
<b>Employee Relations</b> ... preventing and resolving employee issues including performance or conduct problems, grievances, and workplace disputes.	I: II: III: IV:	____ __x__ ____ ____	ST4
<b>Compensation</b> ... financial, HR, and/or legal procedures related to pay, benefits, rewards	I: II: III: IV:	____ __x__ ____ ____	ST4
<b>Recruiting/Staffing</b> ...processes and procedures related to advertising positions; candidate recruiting and relationship building; and identification, selection, testing/assessment, interviewing, processing, monitoring, and hiring of candidates and applications for positions.	I: II: III: IV:	____ __x__ ____ ____	ST1, ST3

ST1: Carry out policies and procedures associated with recruiting and staffing programs.

# Practical Considerations

## ➤ Issues to Consider

- Tasks and competencies (quantity, type of linkage)
- Type of occupational grouping
- Number of facilitators

## ➤ Challenges

- Using OPM series MQs to pre-populate workshop packets
- “Raising the bar”
- Inappropriate SMEs
- Scheduling

# Questions?

# ?