

# The Technological Edge: Unproctored Employment Testing in Large Organizations

Presented by

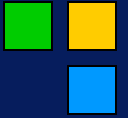
Jasmin Loi  
Human Resources Services Manager

Erik Collier  
Human Resources Analyst



31<sup>st</sup> ANNUAL IPMAAC CONFERENCE | St. Louis, MO | June 13<sup>th</sup>, 2007

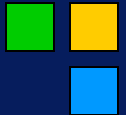
# Overview



- About the County of Riverside
- The Assessment Center
- Internet-Based Testing
- Unproctored Testing
  - Potential Risks & Benefits
  - Our Unproctored Solution
- One-Day Hiring Event
- Measurable Outcomes
- Conclusion



# Riverside County



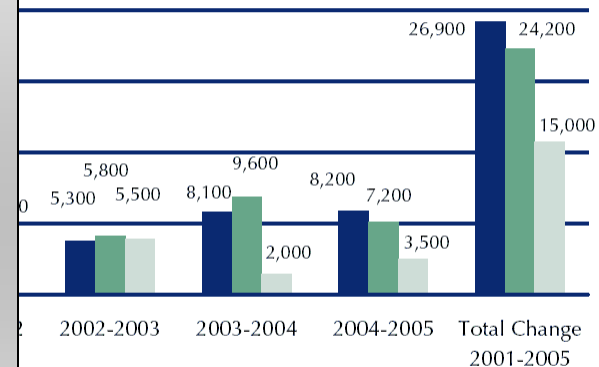
## The County of Riverside: Beyond Your Expectations

- ➔ Over 19,000 employees
- ➔ Over 4,000 Hires in 2006
- ➔ Over 2,000 Clerical Positions in 2006
- ➔ We are the largest employer in the area.

### Largest Growth Industries in Riverside County

#### Employment Change 2001-2005

- Trade, Transportation, and Utilities
- Construction
- Professional and Business Services



ment of Finance, Demographic Statistics, January 2006.  
velopment Department. All labor statistics reflect Benchmark

*Since 2001, the County of  
e's labor force has  
ed by more than 19%*

mployment Development Department , 2006)

**7,300 square miles  
26% population growth since 2000  
Population over 2 million**

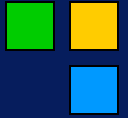
# Human Resources: Our Mission



Ronald W. Komers  
Asst. County Executive Officer/  
Human Resources Director

Riverside County Government recognizes the value of a qualified and diverse workforce. We prioritize building an organization that reflects the progressive community we serve.

# Assessment Center



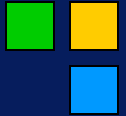
The Human Resources Assessment Center provides professional and secure test administration and scoring services to all County departments.

## Functions of the Assessment Center:

- ➡ Administering and scoring exams
- ➡ Developing and writing new test items
- ➡ Conducting statistical analyses
- ➡ Manage candidate score database
- ➡ Consulting with departments regarding employment testing issues



# Positions Tested



**Testing is the first step for certain classifications within the County of Riverside. These classifications are tested for on an ongoing basis.**

**The County of Riverside is currently testing for the following positions:**

## Clerical

Office Assistant II, Office Assistant III, Accounting Assistant I, Accounting Assistant II, Sheriff Court Services Assistant I, Intake Specialist, Parking Attendant I, and Parking Attendant II

## Professional

Social Worker I/II, Children Social Worker I/II/III, Regional Manager, and Human Resources Analyst

## Safety

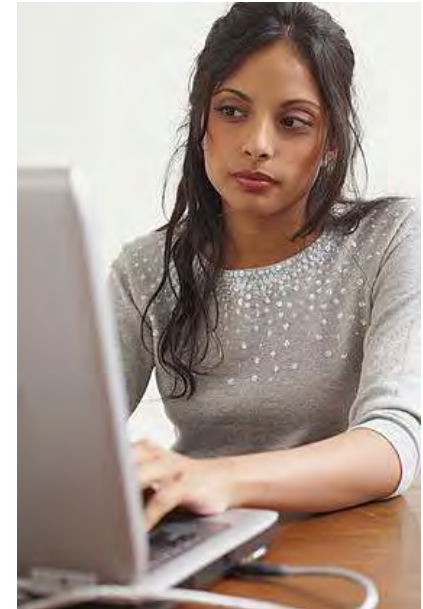
Group Counselors I, Deputy Probation Officer I, Park Ranger and Public Safety Communications Officer

## Technical & Inspections

Welfare Fraud Investigator and Engineering Aide and Engineering Technician

## Trades, Craft, & Labor

Animal License Inspector, Animal Control Officer, Senior Animal Control Officer, Supervising Animal Control Officer, Animal Adoption Officer and Animal Care Technician



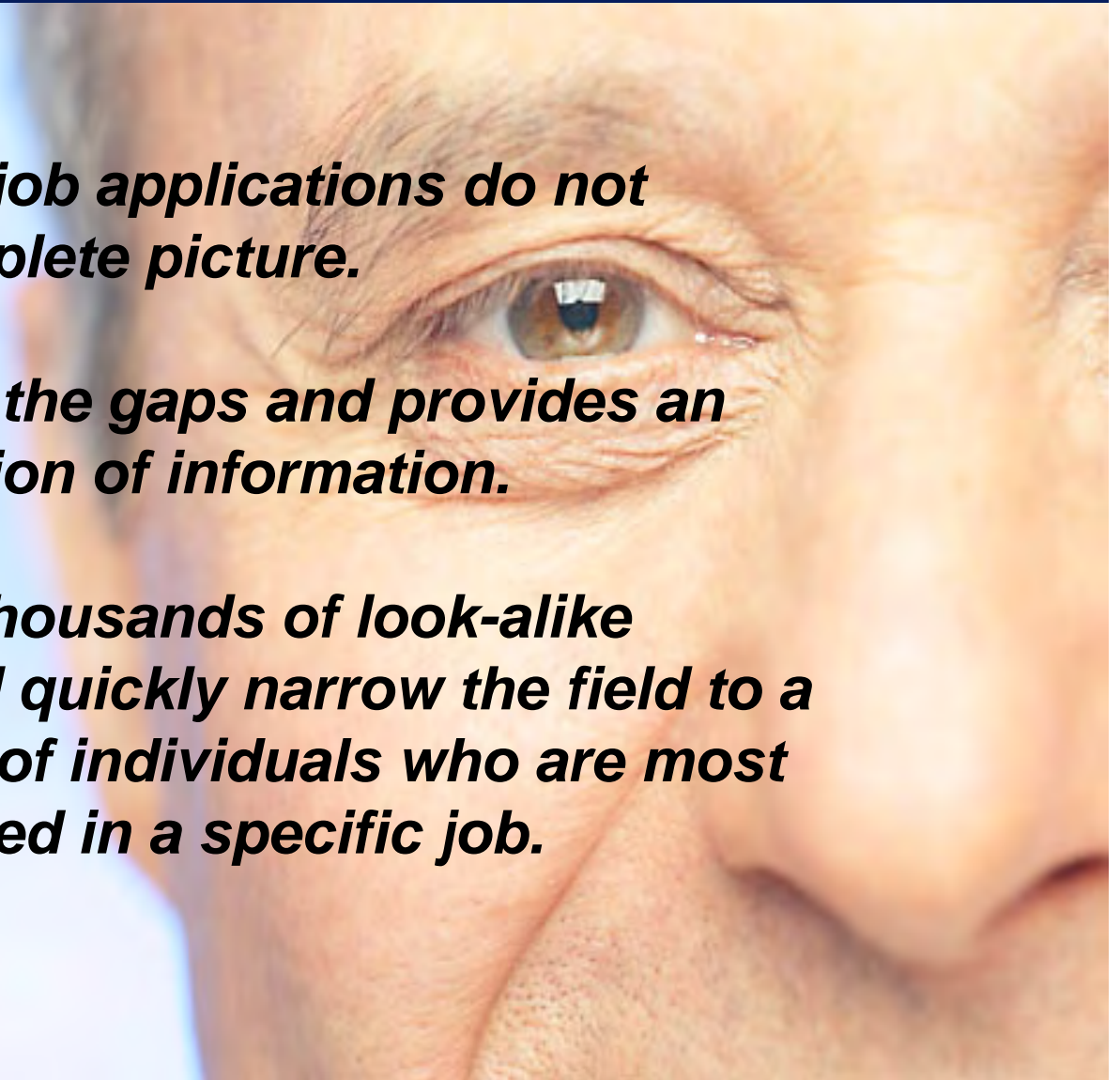


# Purpose for Testing Candidates

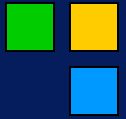
***Resumes and job applications do not provide a complete picture.***

***Testing fills in the gaps and provides an added dimension of information.***

***Sort through thousands of look-alike applicants and quickly narrow the field to a smaller group of individuals who are most likely to succeed in a specific job.***



# Validity of Selection Procedures



<i>Personnel measure</i>	<i>Validity</i>	<i>Personnel measure</i>	<i>Validity</i>
Work Sample Tests	.54	Biographical Data	.35
Cognitive Ability (IQ)	.51	Conscientiousness Tests	.31
Interviews (structured)	.51	Reference Checks	.26
Peer Ratings	.49	Job Experience (years)	.18
Job Knowledge Tests	.48	Education (years)	.10
Integrity Tests	.41	Interests	.10
Job Tryout Procedures	.44	Graphology (handwriting)	.02
Interviews (unstructured)	.38	Age	-.01

(Schmidt & Hunter, 1998)

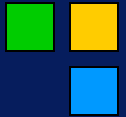


# Web-Based Testing



- ➔ **User friendly applications**
- ➔ **Technical support available by vendor**
- ➔ **Immediate test results**
- ➔ **Eliminated expense notifying candidates of test results**
- ➔ **Testing on continuous basis ensures on-going pool of qualified candidates**
- ➔ **Different types of score report available based on need, basic scores or in-depth narrative reports**
- ➔ **Ability to view, print, or download a file version of the completed test report**
- ➔ **Ability to take testing to candidates - Y Carts or Unproctored Assessments**
- ➔ **Ability to build custom assessments**

# Unproctored Testing



## Potential Risks

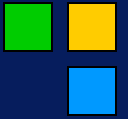
- Cheating
- Tester identity verification
- Test content exposure
- Unstandardized testing environments
- End-user technical issues



## Potential Benefits

- Reach larger and more diverse applicant pool
- Reduced travel cost for candidates
- Reduced staffing cost for Assessment Center
- Reduced recruitment time/cost
- “Cutting Edge” Image

# Our Unproctored Testing Solution

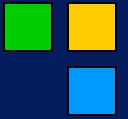


## Mitigating the Risks

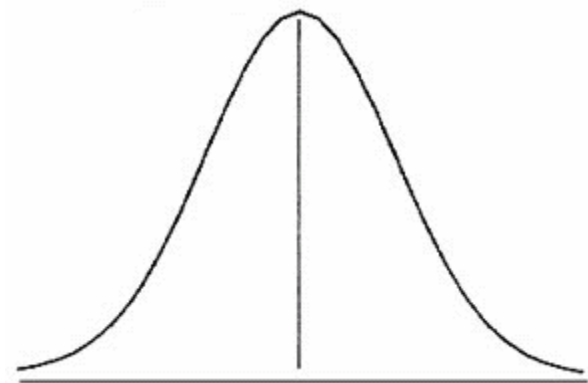


- Computerized Adaptive Testing (CAT)
- Required resume submission
- Use of applicant identifiers
- Traffic and tracking are monitored by internal servers
- Test vendor has built in security measures
- Used as 1<sup>st</sup> hurdle only
- All job offers are contingent upon test score verification
- Proctored testing an option

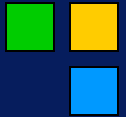
# Our Unproctored Testing Solution



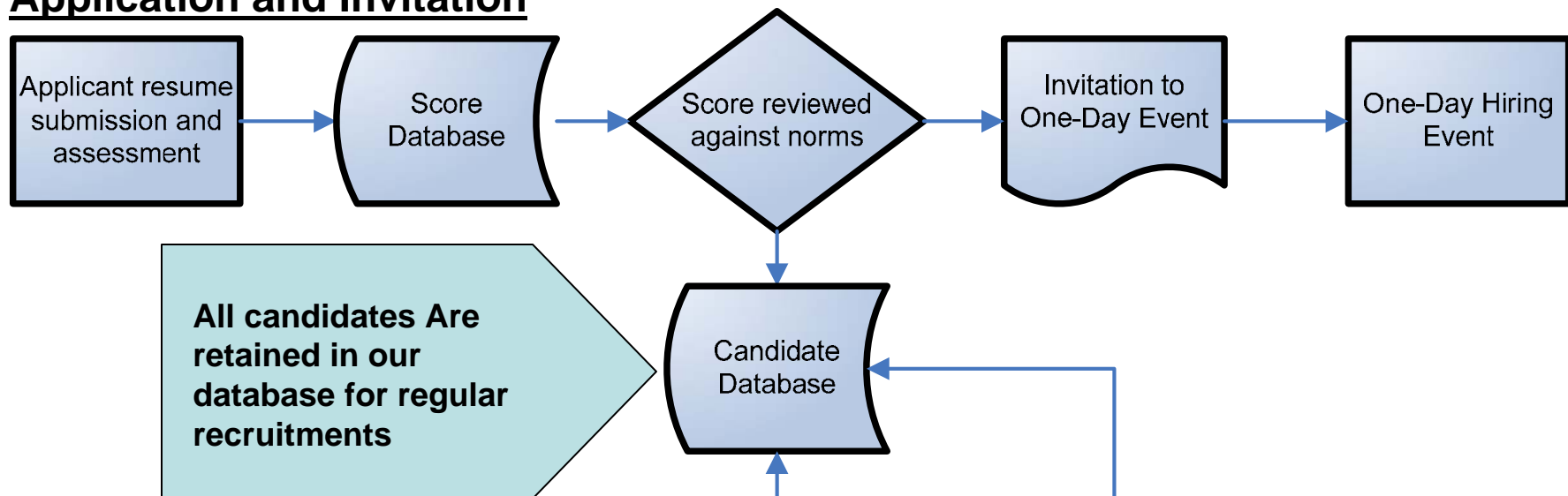
- Verifying test scores – did the same person that took the unproctored assessment take the proctored one?
  - We utilize the Standard Error of Measurement (SEM) for our assessments at a 95% confidence interval.
    - $SEM = S_x \sqrt{1 - r_{xx}}$
    - SEM factors in scale reliability estimates with sample standard deviation



# One-Day Hiring Event



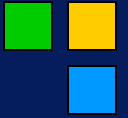
## Application and Invitation



## One-Day Hiring Event Process



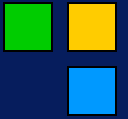
# One-Day Hiring Event



**Invited, eager candidates line up**

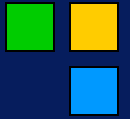


# One-Day Hiring Event



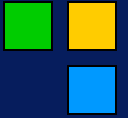
**Orientation and department education**

# One-Day Hiring Event



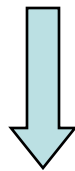
**Tested and qualified candidates interview**

# Expedited Selection Model



County Time Expended

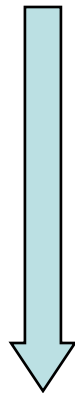
**0 Days**



**Unproctored Testing**



**1 Day**



**One-day Hiring Event**

- Experience Verified
- Proctored Exam
- Interview of Top Candidates
- Conditional offers extended



**1 Day**



**Back-end Recruitment Paperwork**

**2 Days Total!**

# Measurable Outcomes



- **Assessment Outcomes**

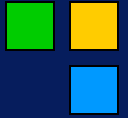
- Over 70% more candidates tested each month
- Candidate pool is now refreshed monthly
- More candidates who are currently employed are testing at home (passive candidates)
- Candidates have reported reduced performance anxiety in unproctored testing



- **One-Day Hire Event Outcomes**

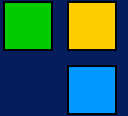
- 25 of the 37 (68%) total vacancies were filled.
- 4 of the 10 participating departments filled 100% of their clerical openings.
- Candidates that were offered positions initiated background checks and scheduled their physicals same-day.

# Conclusion



- Unproctored testing can be an effective candidate pipeline and initial hurdle
- Process and test content security is a crucial consideration
- Identity and test score verification must be built into your processes
- Unproctored testing utilized in conjunction with a One-Day Hiring Event can drive results
- Internal and external customers are serviced efficiently and effectively





# Thank You.

**Jasmin Loi**  
**Human Resources Services Manager**  
[jloi@rc-hr.com](mailto:jloi@rc-hr.com)

**Erik Collier**  
**Human Resources Analyst**  
[ecollier@rc-hr.com](mailto:ecollier@rc-hr.com)

