



Testing in Hard Times: What Agencies are Saying and What They are Doing



Human Resource Services

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About CPS Human Resource Services

Who We Are

CPS is a self-supporting public agency providing a full range of human resource services to the public and nonprofit sectors. We have unique expertise in delivering HR management and consulting services, employment testing, assessment services, and applicant tracking software to government agencies throughout North America. We provide organizational strategy planning models and systems to assist agencies in the recruitment, selection, and development of employees.

Our Vision

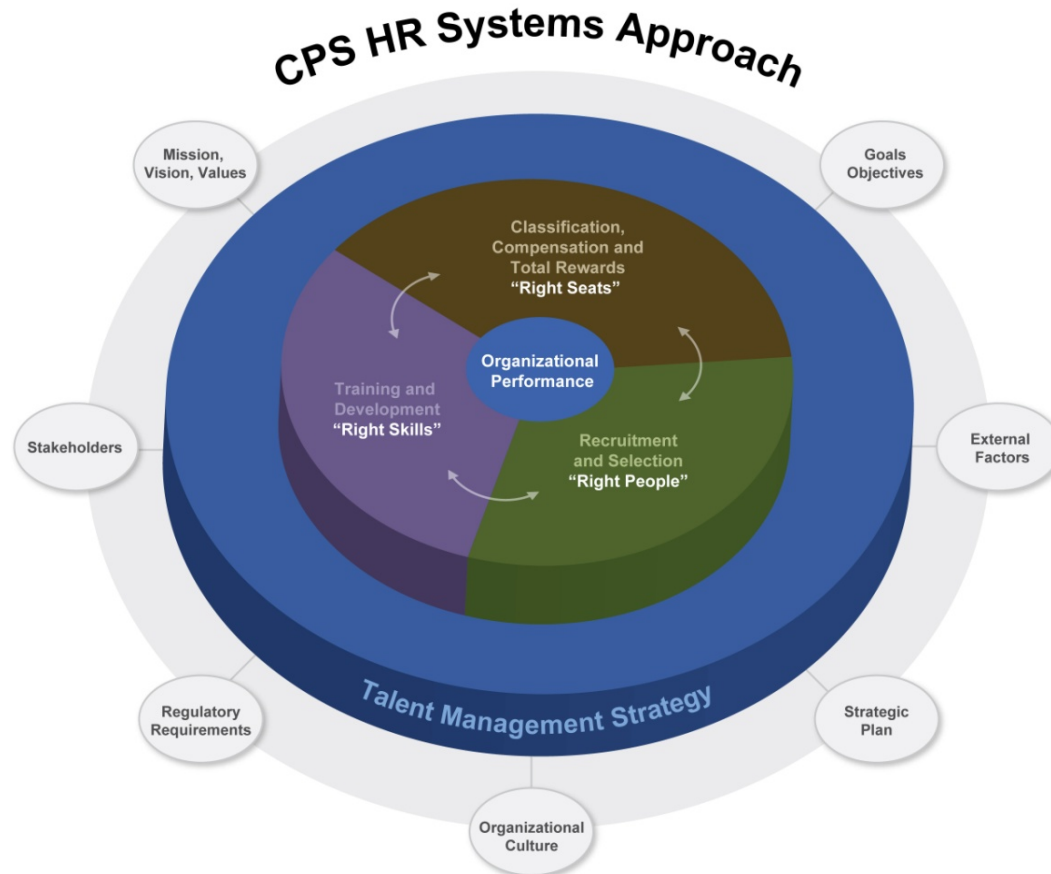
Enabling people to realize the promise of public sector.

Our Mission

To transform human resource management in the public sector.



Our Services





Overview of the Presentation

- **Background**
- **Demographics**
- **Results**
- **Conclusions**



Human Resource Services



Background

- **Follow-up to CPS surveys conducted in 2008 and 2009**
 - Exploratory in nature
 - What selection tools are public agencies currently using
 - What selection tools are they planning to use
 - Identify trends across years
- **Current survey was emailed to public agencies that have worked with CPS**
 - Survey was open for three weeks
 - 3,661 emails were sent to valid email addresses
 - 818 respondents
 - 22.3% response rate



Survey Demographics

Region

West	79.5%
Southwest	3.7%
Midwest	7.0%
Southeast	5.4%
Northeast	2.7%
Canada	1.8%

N = 818



Survey Demographics

Job Classification/Level

Office Assistant/Clerical	7.5%
Technician	8.9%
Analyst	29.6%
Supervisor	8.7%
Manager	42.3%
Other	3.1%

N = 818



Survey Demographics

Population Served by Agency

Less than 10,000	11.2%
10,001-50,000	25.9%
50,001-100,000	25.9%
100,001-200,000	13.8%
More than 200,000	23.1%

N = 818



Survey Demographics

Size of HR Department

	2008 N=467	2009 N=689	2010 N=818
1-3	32.3%	31.9%	36.2%
4-6	20.6%	19.7%	21.1%
7-12	14.8%	18.7%	17.1%
13-17	8.4%	6.8%	7.8%
More than 17	24.0%	22.8%	17.7%



Survey Results

Anticipated No. of Recruitment/Testing Processes in Calendar Year

	2008 N=467	2009 N=689	2010 N=818
Less than 5	22.5%	33.2%	38.5%
5-10	17.6%	18.6%	20.2%
11-20	14.4%	15.8%	15.4%
21-50	21.6%	16.7%	13.4%
More than 50	23.9%	15.7%	12.5%



Survey Results

Use of Selection Tools / Processes

	Paper & Pencil or In Person	Online	Don't Use
Employment Applications (N=814)	73.5%	74.6%	0.6%
Structured Interviews (N=814)	97.9%	1.4%	1.6%
Cognitive Tests (e.g., job knowledge tests) (N=809)	83.7%	13.0%	12.7%
Training & Experience Evaluations (e.g., supplemental applications) (N=814)	67.7%	50.7%	12.7%
Work Sample Tests (e.g., typing tests, in-basket exercises) (N=810)	75.6%	17.0%	16.3%
Situational Judgment Tests (N=809)	69.5%	8.2%	25.2%
Simulations / Role Plays (N=810)	57.5%	3.0%	37.0%
Assessment Centers (N=809)	50.8%	3.2%	42.0%
Non Cognitive Tests (e.g., personality tests, biodata instruments) (N=809)	27.7%	8.4%	60.2%



Survey Results

Use of Online Selection Tools / Processes

	2008 N=467	2009 N=689	2010 N=810
Employment Applications	54.20%	71.60%	74.60%
Training & Experience Evaluations	27.20%	46.90%	50.70%
Tests (cognitive and non cognitive)	18.00%	20.50%	21.40%
Work Sample Tests (e.g., typing tests, in-basket exercises)	-	15.90%	17.00%



Survey Results

Importance of Proctored Online Cognitive Ability Testing Now

	2008 N=429	2009 N=657	2010 N=818
Not Important	30.5%	44.4%	42.5%
Somewhat Important	30.1%	18.9%	19.2%
Important	16.1%	11.3%	12.5%
Very Important	8.4%	7.5%	6.1%
Don't Know	14.9%	17.9%	19.7%





Survey Results

Importance of Unproctored Online Cognitive Ability Testing Now

	2009 N=639	2010 N=775
Not Important	63.9%	58.8%
Somewhat Important	9.4%	9.4%
Important	4.5%	3.6%
Very Important	1.7%	2.2%
Don't Know	20.5%	25.9%





Survey Results

Importance of Proctored Online Cognitive Ability Testing Next 1-2 Years

	2008 N=429	2009 N=657	2010 N=818
Not Important	12.4%	22.8%	21.9%
Somewhat Important	30.5%	23.7%	24.7%
Important	24.2%	16.1%	17.8%
Very Important	19.1%	11.4%	7.7%
Don't Know	13.8%	26.0%	27.9%





Survey Results

Importance of Unproctored Online Cognitive Ability Testing Next 1-2 Years

	2009 N=639	2010 N=775
Not Important	47.1%	44.1%
Somewhat Important	14.6%	13.7%
Important	5.8%	5.2%
Very Important	2.8%	2.8%
Don't Know	29.7%	34.2%





Survey Results

How do you Plan to Utilize Online Cognitive Ability Testing in the Next 6-12 Months?

	Proctored N=167*	Unproctored N=69**
For all written multiple-choice tests	12.6%	11.6%
For select applicant groups/classifications	58.7%	49.3%
For small applicant groups/classifications	16.2%	23.2%
Other	12.6%	15.9%

* Most respondents (80.0%) either did not plan on utilizing or indicated “do not know”

** Most respondents (91.1%) either did not plan on utilizing or indicated “do not know”



Survey Results

Selection Tools / Processes Agencies Would Consider Administering Online

	Proctored		Unproctored	
	2009 (N=521)	2010 (N=643)	2009 (N=521)	2010 (N=643)
Training & Experience Evaluations (e.g., supplemental applications)	20.7%	23.8%	60.5%	60.1%
Cognitive Tests (e.g., job knowledge tests)	60.7%	65.4%	14.4%	19.9%
Non Cognitive Tests (e.g., personality tests, biodata instruments)	27.3%	34.0%	16.7%	20.3%
Situational Judgment Test	-	62.7%	-	15.2%
Work Samples (e.g., typing tests, in-basket exercises)	55.5%	66.2%	15.4%	17.9%
Simulations / Role Plays	38.6%	50.4%	5.8%	7.6%





Survey Results

Ranked Importance of Factors Associated with Online Testing

	% Ranked as Most Important Factor
Testing Resources (e.g., computers, physical space, staff)	33.0%
Defensibility / Legal Considerations (e.g., reliability, validity, ADA)	27.3%
Test Security (e.g., exposure of test content, cheating)	26.5%
Time (e.g., administration, immediate scoring)	6.3%
Administrative Flexibility (e.g., administration across geographic areas, flexible test dates / times)	5.0%
Up-to-Date Technology (e.g., candidate perception, organizational image)	2.0%

N=664



Survey Results

Change in Selection Tool Use in the Past Year

	Paper & Pencil or in Person	Online
Proctored Entry Level Cognitive Tests	-5.1%	-2.4%
Assessment Centers	-2.8%	-
Proctored Promotional Cognitive Tests	-0.9%	0.0%
Situational Judgment Tests	+0.5%	+0.8%
Non Cognitive Tests (e.g., personality tests, biodata instruments)	+1.8%	+3.6%
Unproctored Cognitive Ability Tests	-	+7.1%
Training & Experience Evaluations (e.g., supplemental applications)	+11.9%	+12.5%



Survey Results

Selection Tool Outsourcing

	% Agencies <u>Not</u> Outsourcing
Training & Experience Evaluations (e.g., supplemental applications)	80.2%
Structured Interview	75.6%
Simulations / Role Plays	67.7%
Work Sample Tests (e.g., typing tests, in-basket exercises)	51.7%
Situational Judgment Tests	48.5%
Assessment Centers	46.4%
Non Cognitive Tests (e.g., personality tests, biodata instruments)	30.5%
Cognitive Tests	27.9%





Survey Results

What is Your Biggest Testing/Recruitment Challenge?

	% Comments Mentioning This Issue
Budget Issues	41.9%
Applicants (e.g., too many, too few, not qualified)	31.1%
Selection Tools (e.g., measuring the right things at the right cost)	12.4%
Internal Processes (e.g., length of hiring process)	8.3%
Lack of Staff/Expertise	7.4%
Candidate Diversity	3.9%
Technology (e.g., online systems/software)	3.6%

N=363



Survey Results

- “Budget cuts, therefore we are not filling positions. Also, as a result of budget cuts it gets more difficult to justify the cost of recruitment tools.”
- “Application screening has become tremendous as there are so many people looking for jobs.”
- “Finding qualified applicants for positions with specialized qualifications.”
- “Increase in applicants many of which are not qualified for the jobs that are available.”
- “Ensuring testing is relevant to the position and is cost effective.”
- “Tests that actually show us what the applicant can do and/or what kind of employee the applicant will be.”
- “Reducing time from identification of need to hire to actually having someone on board.”
- “A substantial decrease in the dept testing/recruitment staff in fiscal year 2010/2011.”
- “Diversity in recruiting entry-level public safety and high-level managerial classifications.”
- “Technical issues arising from our massive and constantly evolving unproctored online testing program.”
- “Antiquated systems.”



Conclusions

- **Agencies aren't testing as much**
 - In 2008, 45.5% of agencies anticipated conducting 21 or more recruitments annually. In 2010, that number has dropped to 25.9%
- **Applications and Training and Experience Evaluations are the most commonly used online selection tools**
 - Their use has increased substantially over the past three years
 - Why the Increase in T&Es?
 - They seem logical, are inexpensive to construct, easy to use (Schmidt & Hunter, 1998) (Ash & Levine, 1985), and generally constructed in house
 - General Considerations
 - Should only be used as rough screening devices where previous experience, education, and training are necessary (Ash & Levine, 1985)
 - The point method, which is most commonly used in government, has a lower validity coefficient of .11 (McDaniel, Schmidt, & Hunter, 1988)



Conclusions

- **Use of other online selection tools have not seen the same increase (e.g., cognitive tests, non cognitive tests, work samples). Why?**
 - The top three factors agencies consider when looking to use online testing are:
 - Testing Resources (e.g., computers, physical space, staff)
 - Defensibility / Legal Considerations (e.g., reliability, validity, ADA)
 - Test Security (e.g., exposure of test content, cheating)
 - All of these can be expensive
 - They are also more likely to be outsourced which results in additional costs
- **Will the “gap” close?**
 - 13% of agencies currently use online cognitive tests, but 65.4% would consider using them
 - 8.4% of agencies currently use online non cognitive tests, but 34.0% would consider using them
 - This same gap does not exist with online applications and T&Es



Conclusions

- **Agencies that recruit/test more are more likely to use online tools in their selection process**
 - May be easier to justify the investment with larger numbers
- **Non cognitive tests are the least used selection tool**
 - 60.2% of responding agencies do not currently use
- **Most agencies would not consider the use of online unproctored testing**
 - Application and Training and Experience Evaluations are the exception
 - Why are they different?
 - Not viewed as tests?
 - Can be faked in proctored or unproctored setting
- **The biggest testing/recruitment challenges facing agencies appear to be budget and applicant related**
 - Testing/recruitment functions should demonstrate the bottom-line organizational impact (Terpstra & Rozell, 1997)





Thank You

Questions??



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