

# In-Baskets: A View From The Field

IPAC 2011 Conference: Capitol Ideas for Assessment  
July 17-20, 2011

Ilene Gast , Ph.D.

Personnel Research and Assessment Division  
Office of Human Resources Management



U.S. Customs and  
Border Protection

# What do you need to think about before developing an In-Basket?

## Project Phases

1. Needs Analysis: Is this the best measurement tool?
2. Design: What should it look like?
3. Development: What materials do we need to create?
4. Implementation: How are we going to administer it?
5. Evaluation: Did it work?



# Needs Assessment

Do I really want to do this?



The rhino was brought up at OI Pajeta after it's mother died and tolerates humans. Attempts to re-integrate it with it's own kind have failed.

[http://www.flickr.com/photos/jay\\_berkley/2287532243/](http://www.flickr.com/photos/jay_berkley/2287532243/)



U.S. Customs and  
Border Protection

# 1. Needs Assessment

- Target Position
  - Supervisor
  - Manager
  - Executive
  - Other?



# 1. Needs Assessment

- Measurement Focus
  - Administrative Skills
    - Managing & Organizing Information
    - Planning & Resource Management
    - Performance and Results Measurement
    - Self-Management
  - Thinking Skills
    - Problem Solving
    - Decision-Making



# 1. Needs Assessment

- Intended Use
  - Selection
  - Training
  - Research
- Resources
  - Time
  - Personnel
  - Budget



## 2. Design

- Focus
  - Practical: Day-to-Day
  - Tactical: Strategic/Long-Range
- Job Context
  - Organizational Setting
  - Critical Duties
  - Typical Day



# 2. Design

- In-Basket Format
  - Stimulus Format
    - Traditional (contents of candidate's inbox)
    - Mini In-Basket (a few select 'documents')
    - Situational Judgment Test
  - Response Format
    - Real-time written response
    - Oral summary presentation
    - Multiple-Choice (SJT)





# 3. Development

What materials need to be developed?

- For the Candidate
  - Stimulus Materials (Documents)
  - Response Media (Answer sheets, Multiple-choice questions, videotape)
- For the Assessors
  - (Real-time & Oral Presentation Only)*
    - Benchmarks
    - Response Media
    - Rater Training



# 3. Development

Who will be developing these materials?

- In-House Staff
- Contractors
- Off-the-Shelf



U.S. Customs and  
Border Protection

# 4. Implementation

- Administration
- Scoring
- Data Base Management

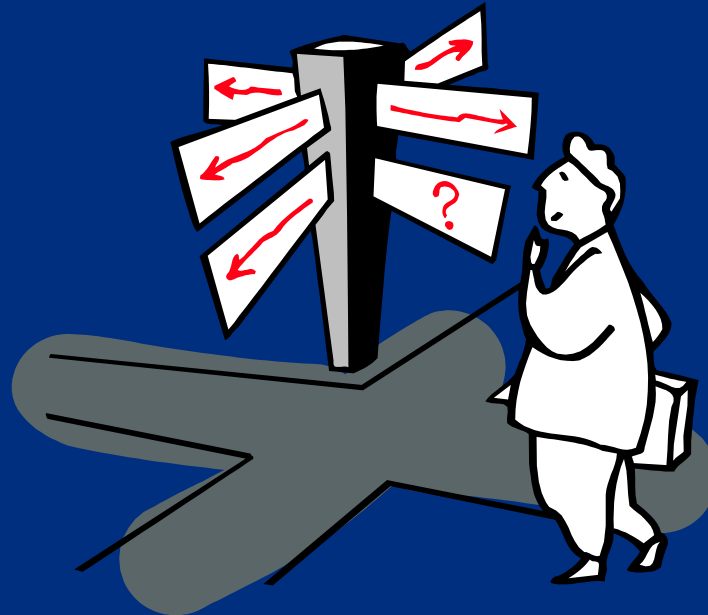


# 5. Evaluation

- Psychometric Evaluation
  - Item Analysis
  - Validation
- Program Evaluation
  - Organizational Acceptance
  - Candidate Satisfaction
  - Cost-Benefit Analysis



# Questions?



U.S. Customs and  
Border Protection

# Contact Information

Ilene Gast

Senior Personnel Research Psychologist

Personnel Research and Assessment Division

U.S. Customs and Border Protection

1400 L Street, NW, Rm. 714

Washington, DC 20229-1145

[ilene.gast@dhs.gov](mailto:ilene.gast@dhs.gov)

202-863-6291



U.S. Customs and  
Border Protection