Developing a Multiple Hurdle Approach to Hiring

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U.S. Secret Service

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Purpose & Objectives

- Discuss Considerations for Determining Selection Procedures

- Provide an Overview of Selection Strategy Options

- Discuss the Development and Use of a Multiple Hurdle Approach to Hiring

- Provide Some Applied Examples of Multiple Hurdle Selection Systems (including practice exercises)

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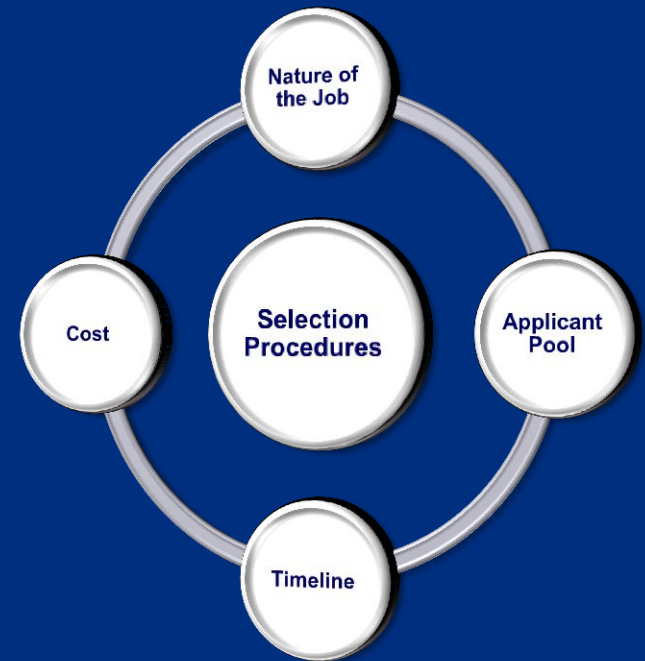United States Secret Service

You Have Identified the Job…

Now What?

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Determine Your Selection Procedures

- There are several considerations to make when determining your selection procedures:

  - What does the job look like?

  - How many applicants will you have?

  - How much time do you have to hire?

  - How much will the process cost?

Assess the Job

- What does the job look like?
  - Conduct job analysis – gathering information about a job in an organization
  - Identify the critical KSAOs to be measured
  - Link assessment type to KSAOs

- Identify operational requirements
  - Extensive training
  - Specialty skills

Identify Your Applicant Pool

- How many applicants do you expect will apply for the position?

  - Entry-level positions may attract large numbers of applicants

  - Jobs requiring specialty skills, however, may have a much smaller number of applicants but may recruit from all over the country and even the world (e.g., computer programmers, engineers, etc.)

Establish a Timeline for Hiring

- Consider the amount of time you can devote to the process:

  - Do you need to fill the position immediately?
    - A shorter, less time consuming process is probably best

  - Are your hiring needs less urgent?
    - A longer, more comprehensive process may be appropriate (i.e., specialty positions)

Calculate Cost

- How much will the selection process cost?
  - Cost can be determined by:
    - Assessment type and administration requirements
      - E.g., paper-and-pencil tests tend to be less expensive than interviews
    - Applicant pool
      - E.g., location of applicants and number applying
    - Time for hiring
      - E.g., a lengthy testing process can be expensive

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Why is this so Important?

- Minimizes selection decision errors:

  - False positives – an applicant passes through all selection phases and is hired, but is unsuccessful on the job

  - False negatives – an applicant is rejected but would have proved successful on the job

- Increases desired outcomes:

  - True positives – an applicant passes through all selection phases, is hired, and is successful on the job

  - True negatives – an applicant is rejected and would not have performed successfully on the job

Next Steps

- Once you have considered the factors that influence your selection procedures, how do you determine the selection strategy that best fits your needs?
  - Choose a strategy that:
    - Maximizes the potential of your assessments
    - Provides a full view of the competencies you will measure
      - May require more than one assessment
    - Minimizes cost and provides quality applicants
    - Fits your hiring timeframe

Selection Strategies

- Compensatory (a.k.a., Multiple Regression)

  - *All assessments* are given to *all applicants* and scores are calculated to arrive at a total score

- Multiple Cut-offs

  - *All assessments* are given *to all applicants* and scored on a pass-fail basis

- Combination Method

  - *All assessments* are given to *all applicants* and the scores of those who pass are calculated and rank ordered

- Multiple Hurdle

  - *All applicants* must pass *each assessment* hurdle consecutively in order to continue in the process

Multiple Hurdle Approach

- Each assessment hurdle is scored as pass-fail and only applicants that pass may proceed to the next hurdle
  - Failure to pass a hurdle results in the applicant being dropped from further consideration

- This approach is most appropriate when:
  - Training is long, complex, and expensive
  - An essential KSA cannot be compensated for by high levels of other KSAs
  - Consequences of error in hiring are high (e.g., airline pilots, air traffic controllers, nuclear engineers, etc.)

An example of

a multiple hurdle system:

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U.S. Secret Service Overview

- The Secret Service was established in 1865 under the U.S. Dept. of Treasury

- The Secret Service transferred to the U.S. Dept. of Homeland Security in 2003

- Secret Service dual mission:

  - To protect national leaders, visiting heads of state and government, designated sites and National Special Security Events

  - To safeguard the nation's financial infrastructure and payment systems to preserve the integrity of the economy
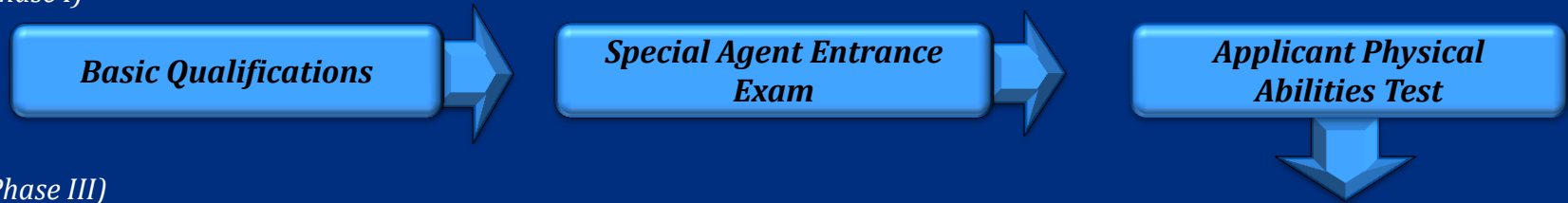
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The Special Agent Entry-Level Selection Process (Draft)

(Phase I)

Basic Qualifications → **Special Agent Entrance Exam** → **Applicant Physical Abilities Test**

(Phase III)

Polygraph Examination ← **Report Writing Assessment**

Conditional Offer

(Phase II)

Initial Interview

Structured Panel Interview

Security Interview

Medical Examination → **Background Investigation** → **Hiring Decision**

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The Special Agent Entry-Level ... Process (Di...

PHASE I
- Lowest Cost
- Least Time Consuming

- Thousands of applicants

- Highest Impact
- Lowest Cost
- Competency Based

- A Minimum Requirement

(Phase I)

Basic Qualifications → **Special Agent Entrance Exam** → **Applicant Physical Abilities Test**

(Phase III)

Polygraph Examination ← **Report Writing Assessment** ← ... **Conditional Offer**

(Phase II)

Initial Interview

Structured Panel Interview ← **Security Interview**

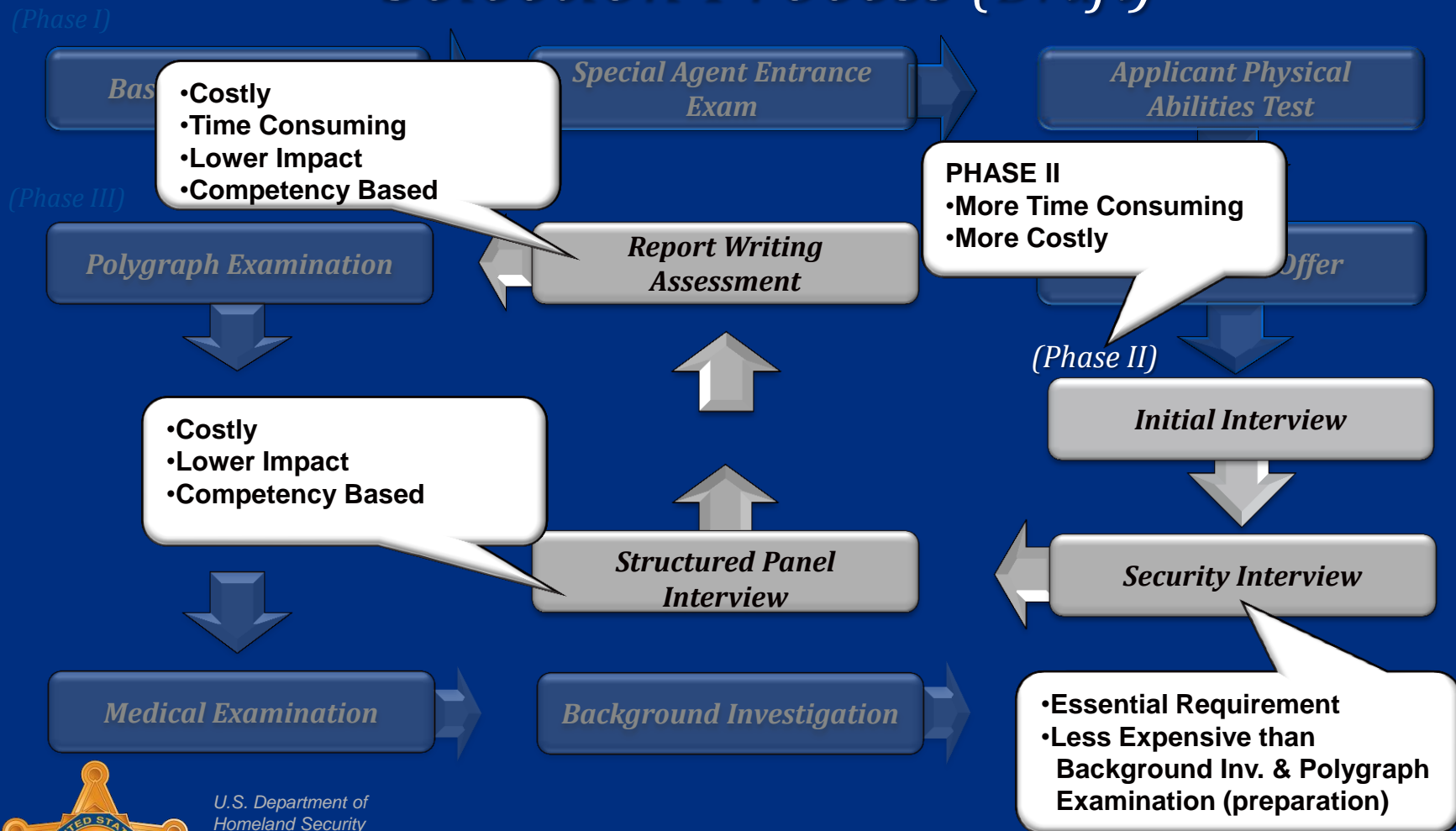**Medical Examination** → **Background Investigation** → **Hiring Decision**

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The Special Agent Entry-Level Selection Process (Draft)

(Phase I)

Bas...

Special Agent Entrance Exam

Applicant Physical Abilities Test

- •Costly
- •Time Consuming
- •Lower Impact
- •Competency Based

PHASE II
- •More Time Consuming
- •More Costly

(Phase III)

Polygraph Examination

Report Writing Assessment

...Offer

(Phase II)

Initial Interview

- •Costly
- •Lower Impact
- •Competency Based

Structured Panel Interview

Security Interview

Medical Examination

Background Investigation

- •Essential Requirement
- •Less Expensive than Background Inv. & Polygraph Examination (preparation)

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The Special Agent Entry-Level Selection Process (Draft)

PHASE III
- **The MOST Time Consuming**
- **The MOST Expensive**
- **All Essential Requirements**

Special Agent Entrance

Applicant Physical Abilities Test

- **Essential Requirement**
- **Very Expensive**

(Phase III)

Polygraph Examination

Report Writing Assessment

Conditional Offer

(Phase II)

Initial Interview

- **Very Expensive**
- **Very Time Consuming**
- **Essential Requirement**

- **Very Expensive**
- **Very Time Consuming**
- **Essential Requirement**

Security Interview

Structured Interview

Medical Examination

Background Investigation

Hiring Decision

Applied Examples

- FBI
  - Logical reasoning test, Biodata, SJT
  - Panel interview and Writing test (essay)
  - Physical fitness test
  - Background investigation (w/ polygraph)
  - Medical exam
- Microsoft
  - Resumè review
  - First Interview
  - On-site Second Interview

- Morgan Stanley
  - Resumè review
  - Interview
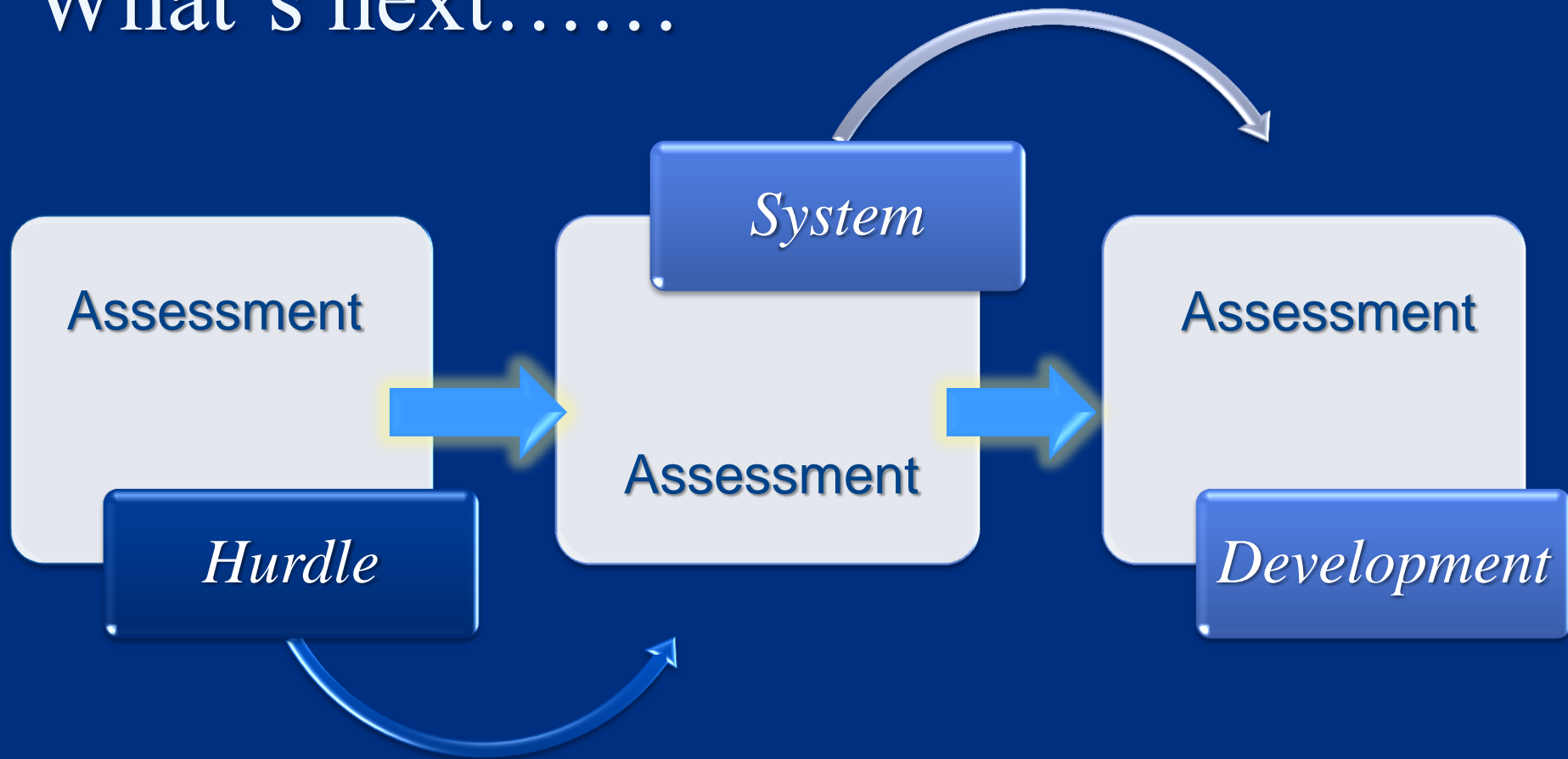 - Assessment Center
- TSA
  - Task-based training and experience measure
  - Logical reasoning test, SJT – video-based
  - Panel interview, Physical training assessment
  - Medical exam, Background investigation

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What's next……

System

Assessment

Hurdle

Assessment

Assessment

Development

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Determine Assessments

- Determine the assessments you will use in your process:
  - Use *existing* assessment(s)

    OR

  - *Develop your own* assessment(s)

    OR

  - Use *a combination of existing assessments* and develop your own

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Structuring the Hurdle Process

- Determine the number of hurdles and the order of placement

  Consider:

  - The minimum requirements that an applicant must have to be successful in the job
  - The cost and time commitment: more expensive and time consuming assessments are typically placed at the end
  - The impact of the assessments on the applicant pool
  - Scoring of the assessments
  - Making the hiring decision

- There should always be a clear rationale for choices you make in your processes

Evaluate Your Selection Process

- Evaluate your selection process periodically and update accordingly
  - Conduct research on a consistent basis to evaluate:
    - If the requirements of the job have changed
    - If there are better measures available
    - If there is adverse impact in your process
    - Applicant reactions to your process
    - The quality of the applicants you have hired

Questions?

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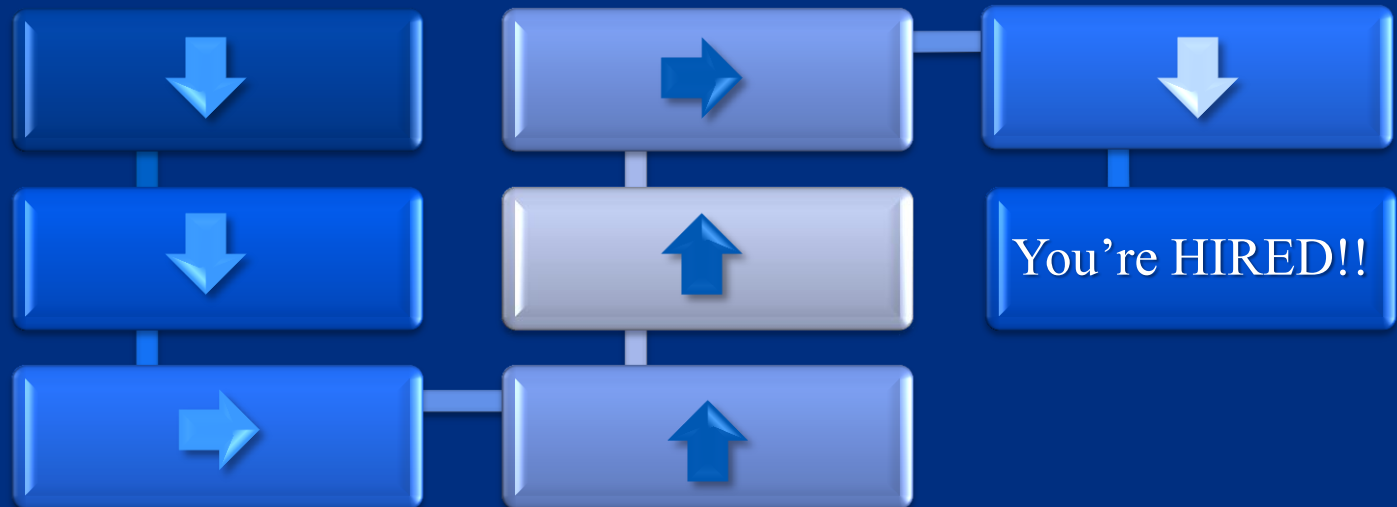Homeland Security

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Activity:
Design a Multiple Hurdle System

You're HIRED!!

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