

**How the selection process can be improved
by the effective use of assessments**

An overview for hiring managers

How the selection process can be improved by the effective use of assessments: The hiring manager's challenge



WE'RE
HIRING

As any hiring official will attest, filling a vacant position is one of the most important parts of their job. However, determining who is best for the job can be challenging. There are several stages in the assessment process and strong collaboration between the Hiring Manager and the HR Specialist ensures the best hire.

Understanding the steps in the hiring process – as well as the opportunities to provide input on the strategies and tools used – is essential for ensuring that hiring managers are able to identify the best talent for their positions.

How the selection process can be improved by the effective use of assessments:

The scenario



Carla, a hiring manager, has a position to fill after a member of her team retired. The position is a **Public Affairs Specialist, 1035**. This GS-13 full performance position will have significant responsibility to manage the creation and dissemination of agency communications targeted to a diverse, bilingual community.

Carla is aware that finding someone who can meet the unique requirements of her job will be a challenge, and she wants to do everything she can to get it right. She has been meeting regularly with her Human Resources (HR) Specialist, Amy, to discuss her needs, develop the hiring plan, and complete the pre-work required before issuing her Job Opportunity Announcement (JOA) to the public.

This scenario represents one way to assess applicants. Please refer to the [Delegated Examining Operations Handbook](#) for additional information

How the selection process can be improved by the effective use of assessments:

Key roles of the hiring manager

As a hiring manager, Carla has a number of roles to assume in the hiring process. Most of these steps are completed prior to posting the JOA.

Carla has been working closely with Amy to prepare to fill her position by updating the position description, completing a [job analysis](#), and identifying the critical competencies that need to be evaluated.

She has reviewed the occupational questionnaire and helped prepare a writing assessment as well as a structured interview.

1. Develop the Plan & Certify the Position Description

2. Participate in the Job Analysis

3. Develop the Recruitment Plan

4. Participate in Assessment Development

5. Create a Structured Interview

6. Evaluate the Outcome

Note: Although 1-4 and 6 are required steps, step 5 is merely one possible assessment mechanism and is required only if the hiring manager determines that this is the best approach to assessing competencies.

How the selection process can be improved by the effective use of assessments: What's next?

The Job Opportunity Announcement was posted, and has now closed. Carla is eager to find out when she can expect to receive her list of candidates. She calls Amy to find out next steps.

It is the selection phase of the hiring process that many hiring managers have questions about. What are the steps that are taken to reach the final list of best qualified candidates?

The following slides describe the steps that Amy will complete to finalize the list of best qualified candidates to send to Carla for her consideration.



Screen for Minimum Qualifications

Amy begins to review the applicant's responses to the occupational questionnaire. Amy applies the 1035 qualification standard. Amy identifies the applicants who meet the minimum qualifications for the position and can move on in the process. Applicants who do not meet the minimum qualifications are notified by Amy.



DID YOU KNOW ...

You can use an [Occupational questionnaire](#) (OQ) to screen on minimum qualifications, conditions of employment, selective factors, and quality ranking factors that were identified during the planning phase.

Apply Additional Qualification Factors

Next, Amy applied the selective factor, the ability to speak and write in Spanish, that was identified during the planning stages with Carla. This selective factor becomes part of the minimum qualifications determination. A question on the selective factor was included in the Occupational Questionnaire, which Amy reviews to identify the applicants who do or do not meet the requirements. Applicants who do not meet the requirements are notified by Amy.



We Need:

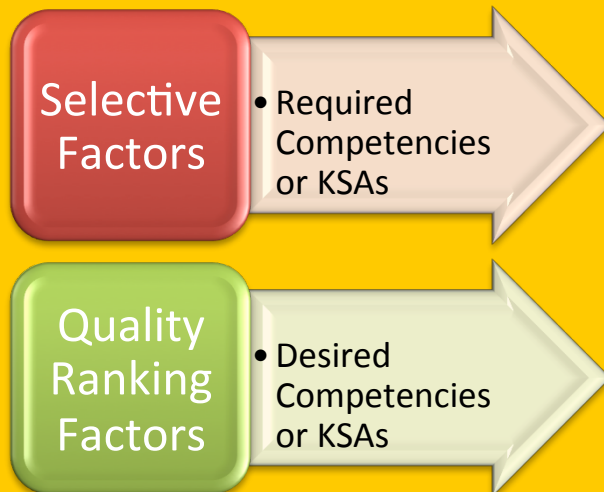
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DID YOU KNOW ...

Selective vs. Quality Ranking Factors:

- **Selective Factors** are essential for successful performance in a position and are part of the minimum qualifications determination
- **Quality Ranking Factors** enhance performance in a position



Applicant Assessment

The next step is to assess those applicants who successfully met the minimum qualifications and selective factor requirements. In the planning stages Amy and Carla utilized OPM's [Assessment Decision Tool](#) to determine the most appropriate and cost effective assessment to assess the competency of Written Communication.

The Assessment to be used is a writing sample. The writing sample requires applicants to prepare a news release, in both English and Spanish, to promote a new agency program. A panel of three subject matter experts reviewed and rated the work samples against a set of pre-determined criteria.

WRITING SAMPLE



QUICK TIP

Designing an [assessment strategy](#) that uses more than one assessment can help you gather additional information about an applicant, which can create a more complete picture of his or her talents, improving the validity of the assessment process.

Note: There are a number of options available for assessments. A writing sample, like a structured interview, is just one option.

Apply Category Rating

After the assessment, Amy is ready to apply the category rating criteria that she and Carla established during the planning phases. Amy reviews the applicants' scores on the assessments and places them into one of the three categories. Only those applicants who are placed in the top category will be referred to Carla for consideration.



Under **Category Rating**, candidates are placed into one of two or more pre-determined categories.

Veterans Preference

Next, Amy applies Veterans Preference prior to finalizing the list of best-qualified candidates for Carla.



- All qualified [CPS/CP Veterans](#) are moved to the very top quality category
- All qualified [TP Veterans](#) go to the top of their quality category
- Veterans must be considered first, and if not selected, the agency must follow the proper passover procedures

Certification

As the final step, Amy certifies the best-qualified candidates and delivers the list of ten eligibles to Carla for consideration.



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SUCCESS!



Hiring Manager's Final Selection



Carla reviewed the résumés of her Best Qualified candidates. To help her make her final decision, she had her team conduct a [structured interview](#) panel for the ten finalists, followed by Carla completing [reference checks](#) of her top three choices. Carla decided to make an offer to Marcos, who has become a successful member of her team.