

CASE STUDY

Reorganization Assessment
For the Government Services
Administration



EASII  **Consult**[®]
Creating Advantage Through Talent Management

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Skills Assessment in a Reorganization Effort

The Public Buildings Service (PBS) of the General Services Administration oversees and manages federal office space for more than one million employees. When PBS decided to restructure, it quickly realized that this would result in major changes to jobs, which in turn would mean that employees would need to reapply for newly designed jobs within the restructured organization. That's when PBS turned to EASI-Consult LLC, Monster Government Solutions and its QuickHire enterprise hiring management solution, to gather and integrate job performance data with state-of-the-art interview procedures. Considerable amounts of time and effort were saved, and PBS was able to base associate placement decisions on a rigorous, legally defensible and time-efficient process in support of the newly restructured organization.

Challenge: Restructure, Place -- Quickly

PBS faced several critical challenges in order to complete its restructuring while addressing its quickly changing human capital requirements. First, PBS needed a placement process that would involve its line managers who had valuable information about the competency requirements of the new jobs, as well as the job skills of current employees. Second, PBS had to make sure its procedures were valid and legal. Selection decisions had to be based on highly job-related, legally

acceptable criteria. Third, PBS had to ensure that the decision process was carried out quickly and efficiently. This would minimize disruptions and uncertainty throughout the organization and expedite the transition to the new organizational structure.

Response: Teamwork and the Power of QuickHire

Monster Government Solutions teamed with EASI-Consult® to help PBS implement the appropriate processes. Because of its expertise in developing and implementing custom-designed, state-of-the-art assessment tools, EASI-Consult® created the content and process to be used for making the selection decisions. Monster Government Solutions deployed QuickHire, its leading public sector Web-based enterprise hiring management solution, as the automated technology needed to collect, integrate and produce the data necessary to make selection decisions.

A system was created that generated accurate job-related information to serve as the basis for the selection decisions. Performance ratings of current employees on the required competencies for the new positions provided one source of data for this selection project. Toward that end, both the employee and his or her manager provided ratings on each of the competencies, using QuickHire. This information was then combined to form a single

performance rating on each of the required competencies.

Independently, EASI-Consult® developed structured interviews, focusing on past behaviors, to assess each of the required competencies. Trained interviewer panels evaluated each candidate using objective measures on the relevant competencies. The performance ratings and interview ratings were subsequently merged using the automated technology within QuickHire, with competencies weighted by their importance for each of the pertinent jobs. Using this data, EASI-Consult® shared the information with top decision-makers in PBS, who in turn made the ultimate selection decisions.

Results: Superior Human Capital Management Efficiencies

A total of 361 candidates were evaluated using the automated technology, and 283 were placed into newly created positions. Those employees who were not placed into new positions were given developmental assignments for an extended period of time, with the goal of attaining new competencies. Using QuickHire saved considerable time in data collection and integration. PBS completed its first round of decisions using automated technology in the same amount of time it had taken previously using paper-and-pencil approaches, although there were five times as many candidates to consider. Subsequent rounds involved increasingly larger

numbers of candidates, and yet the amount of time to gather and integrate the data remained the same and, in some cases, even decreased.

QuickHire's hiring solution created other efficiencies over paper-based systems. When selection decisions were made, the data had to be readily accessible so that alternative scenarios could be considered and individuals could be quickly compared along different dimensions. Rather than shuffling dozens of papers around and calculating lots of numbers on a calculator, the automated technology allowed decision-makers to get rapid answers by pressing a few keys on a keyboard.

Get to Know Monster Government Solutions Today

Monster Government Solutions offers government-proven expertise in all areas of human capital management to tackle the issues you have today and the ones that will arrive in the future. Our comprehensive Performance Continuum helps you Plan, Attract, Assess, Hire and ultimately Perform at new levels of mission effectiveness. Let Monster Government Solutions develop a systematic, integrated approach to your unique challenges.

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