Introduction

This toolkit is designed to help hiring officials ensure they select the best candidates for leadership positions in APHIS. Well qualified candidates will either possess or have the potential to develop the identified competencies needed to progress to leadership positions within the organization. The toolkit, which has its foundation in the APHIS Leadership Roadmap, supports the agency's succession planning efforts.

Effective APHIS leaders need to possess both *technical competencies* applicable to specific positions and *leadership competencies* that are appropriate for the

leadership level of the position, i.e., team leader, supervisor, manager.

This toolkit is designed to:

- help hiring officials identify the paramount *leadership competencies* needed for the position they are filling; and
- evaluate – as part of the hiring process – the extent to which job applicants possess those necessary *leadership competencies.*

Identification and evaluation of the *technical competencies* required for the position will also be part of the process outlined in this toolkit.

The direction provided in this toolkit will help hiring managers identify the job applicants with the best leadership capabilities and, subsequently, will help ensure that the agency maintains a pool of talented employees to guide APHIS today and in the future.

Step 1: Review the APHIS Leadership Roadmap

The APHIS Leadership Roadmap is to be used as a guide throughout the recruitment process. The 28 leadership competencies in the Roadmap come from the Office of Personnel Management (OPM) and are considered the core of effective leadership across all government agencies. The *OPM Competencies with Definitions* document will provide you with additional information on each competency listed in the Roadmap. Please focus on the core competencies listed under the appropriate leadership level applicable to the position being filled. You may also wish to review the lower level

competencies that could be pertinent to the position.

Step 2: Review the Position Description and Qualification Requirements

Review both the position description and the qualification requirements to determine which competencies are critical for your position. **Please develop a list of the critical technical and leadership competencies (from the Roadmap) during your review.** This list will be used throughout the recruitment process.

Step 3: Identify the Assessment Method

There are two separate ways the assessment may be conducted: the leadership library in conjunction with a technical library or the leadership library with technical KSAs. When you initiate recruitment, you will receive an email from your Human Resources Specialist identifying the method and instruction tab that you will use for the assessment. Please review the email carefully to ensure that you are following the appropriate instructions.

Step 4: Select Assessment Questions/KSAs

As the selecting official you will be responsible for choosing assessment questions based upon the identified competencies from Step 1 and 2. The review will include the technical competencies as well as the identified leadership competencies.

The first part of the assessment, for both methods in step 3, utilizes the leadership competency library to assess the competencies defined in the Roadmap. The questions in the library are designed to measure the applicant's proficiency in each identified competency.

The second part of the assessment focuses on the technical competencies required for successful performance and may be conducted using one of two methods. The first method uses a question library that is divided into separate technical sub-libraries, each with a KSAOC heading. Please select your assessment questions from the separate technical areas based on a comprehensive review of the required technical knowledge, skills, and abilities. The second method uses KSAs as the measurement tool. You will be asked to either review existing KSAs or to assist in their development, if none have been previously identified.

Prior to selecting specific questions in either the competency or technical libraries, you will need to identify the degree of importance and a percentage of time for each competency and KSAOC on the table provided. This serves as the job analysis and documents the linkage between the competencies and the primary job requirements. The Human Resources Specialist will review your recommendations and then use them to weight the questions. The weighted questions provide the means for the Hiring Management system to properly rank the applicants against a valid analysis of the job requirements.

There are four tabs within this document that will provide you with detailed

instructions on question selection. There is a tab for each leadership level (Manager, Supervisor, Project Manager & Team Leader, and All Employees) on the Roadmap. Please review the instructions prior to selecting the assessment questions.

Hold Ctrl and click on the appropriate instructions:
Question Selection Instructions: All Employees *(under development)*
Question Selection Instructions: Project Manager & Team Leader *(under development*)
Question Selection Instructions: Supervisor
Question Selection Instructions: Managers

Step 5: Develop Interview Questions

The interview process should focus on evaluating the leadership competencies identified in the Roadmap, in addition to evaluating the candidate's technical skills.

Prior to developing the interview questions, you should review the list of critical competencies that you created based upon your evaluation of the position description, qualification requirements, and the Roadmap.

The *OPM Competencies with Definitions* located on the APHIS Leadership Roadmap website will provide you with the definition of each competency on the Roadmap, along with specific behavioral examples. This information should provide you with the framework for developing your competency based interview questions. In addition, you

may use the assessment questions from the question libraries as a guide for developing questions.

For additional information on interviews please refer to: *Interviewing, Reference Checking, and Selection: A Guide for Selecting Officials.* This document can found at the following address:
http://inside.aphis.usda.gov/mrpbs/hrd/hiring_managers/interview_guide.pdf

Step 6: Develop a Leadership Training Plan

Once you have made a selection, it is critical that you provide the employee with the necessary training and developmental opportunities to expand their leadership skills.

General Instructions:

The assessment instrument for your recruitment will be a combined one using the Supervisory Competency Library and either KSAs or a Technical Library. Please refer to the email you received from your Human Resources Specialist to confirm the recruitment method and follow the appropriate instructions below.

Supervisory Competency Library and Technical Library Assessment Instructions

Supervisory Library

STEP 1: Complete the Supervisory Competency Table:
Please launch the Supervisory Competency Library in the email you received from your HR Specialist. Pages 4-5 of this library contain a table of the identified competencies needed for this position. The individual questions in this library are organized by the representative competencies listed within this table. **Please indicate the relative value of the leadership competencies by placing an H (high), M (medium), or L (low) in the column entitled "Importance/%Time." In addition, please indicate the approximate percentage of time the incumbent will spend applying the subject competency next to "% Time." The minimum value a required competency (competencies 1 through 5 are required) can receive is L (low) and 5%. The total percentage on this table should not exceed 70.** The total percentage will be added to the total percentage from the Technical library. The combined percentage from both libraries should total 100.

STEP 2: Document Major Duties
In the column entitled "Major Duties," there are examples of duties and/or tasks that are generally associated with the identified competencies. Please review the examples and make any necessary revisions to fit your position. For competency #6 please identify the major duties and/or tasks based on the questions you selected within the competency. Please note: all listed duties must be supported by the position description.

STEP 3: Select Questions
Each Competency has a sub-library of questions. **You should select 10-12 questions from this library, with at least <u>one</u> question from each of the required competencies (1-5). In addition, you will be asked to select 8-10 questions from the Technical Library. Please limit the total questions selected from both libraries to 20-22**

questions. Please select your assessment questions by placing a check mark in the box next to the desired questions. For Multiple Answer/Multiple Choice (MAMC) questions, identify the relative level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s).

Some of the questions include optional long answer (LA) narratives. *These narratives are not used to rate or rank applicants but are used to give you additional information regarding the candidate's knowledge and experience.* You may select a long answer narrative by checking the **LA** box. **Since each long answer narrative generally results in a two to three page response/essay, we recommend limiting the total number of long answer narratives to five or less between both libraries.**

STEP 4 Certification:
Please certify your selections by including your name, title, and date at the end of the attached question library.

Technical Library

STEP 1: Identify Representative KSAs/Competencies
Please launch the Technical Library in the email you received from your HR Specialist. The library contains a table of the representative KSAs/competencies associated with this position. All of the individual questions in this library are organized by the representative KSAs/competencies listed within this table. **Please indicate the relative value of the identified major representative KSAs/competencies by placing an H (high), M (medium), or L (low) in the column entitled "Importance/%Time." In addition, please indicate the approximate percentage of time the incumbent will spend applying the KSA/competency next to "% Time."** The combined percentages from both libraries should add to 100%.

Note: This table includes representative KSAs/competencies from a broad range of positions in this occupational series. Therefore, not all of the listed KSAs/competencies may be directly related to your position. If a particular KSA/competency does not apply to your position please leave it blank.

STEP 2: Document Major Duties
In the column entitled "Major Duties," please **briefly describe the major duties and/or tasks associated with the representative KSAs/competencies you identified in step 1.** Please note these duties must be supported by the position description.

STEP 3: Select Questions
Each KSA/competency has a sub-library of questions. **Review the sub-libraries and select a few questions from each appropriate sub-library. You should select between 8-10 questions from this library. Please limit the total questions selected from this library and the Supervisory Library to 20-22 questions.** Select your assessment questions by placing a check mark in the box next to the desired questions.

For Multiple Answer/Multiple Choice (MAMC) questions, please identify the relative level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s). This library also includes optional long answer (LA) narratives. You may select a long answer narrative by checking the **LA** box. **Again, we recommend limiting the total number of long answer narratives to five or less between <u>both</u> libraries.**

<u>STEP 4: Certification</u>
Finally, please certify your selections by including your name, title, and date at the end of this question library. Please send both completed libraries to me via e-mail.

We will move forward with the vacancy announcement once we receive both libraries.

Supervisory Competency Library and KSA Assessment Instructions

Supervisory Library

STEP 1: Complete the Supervisory Competency Table:
Please launch the Supervisory Competency Library in the email you received from your HR Specialist. Pages 4-5 of this library contain a table of the indentified competencies need for this position. All of the individual questions in this library are organized by the representative competencies listed within this table. **Please indicate the relative value of the leadership competencies by placing an H (high), M (medium), or L (low) in the column entitled "Importance/%Time." In addition, please indicate the approximate percentage of time the incumbent will spend applying the competency next to "% Time." The minimum value a required competency (competencies 1 through 5) can receive is L (low) and 5%.** The total percentage on this table will add up to 100. This library will represent 50% of the overall exam.

STEP 2: Document Major Duties
In the column entitled "Major Duties," there are examples of duties and/or tasks that are generally associated with the identified competencies. Please review the examples and make any necessary revisions to fit your position. For competency #6 please identify the major duties and/or tasks based on the questions you selected within the competency. Please note that all of the listed duties must be supported by the position description.

STEP 3: Select Questions
Each Competency has a sub-library of questions. **You should select 10-13 questions from this library and at least <u>one</u> question from each of the required competencies (1-5).** Please select your assessment questions by placing a check mark in the box next to the desired questions. For Multiple Answer/Multiple Choice (MAMC) questions, identify the relative level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s).

Some of the questions include optional long answer (LA) narratives. *These narratives are not used in the rating and ranking of applicants but may be used to give you additional information regarding the candidate's knowledge and experience.* You may select a long answer narrative by checking the **LA** box. **Since each long answer narrative generally results in a two to three page response/essay, we recommend limiting the total number of long answer narratives to three or less.**

STEP 4: Certification
Please certify your selections by including your name, title, and date at the end of the attached question library.

Technical KSAs

STEP 1: Develop or Review Technical KSAs
The email you received from your HR Specialist provided instructions on whether or not you need to develop KSAs or to review the KSAs provided. If KSAs need to be developed, please write two KSAs that represent the required technical aspects of this position. The new KSAs should be returned to the HR Specialist via email, along with the completed Supervisory Competency Library. If the KSAs have already been developed, please review them to ensure they measure the primary technical aspects of this position. After the KSAs have been developed or reviewed, they will be combined with the assessment questions selected from the Supervisory Competency Library. The KSAs will represent 50% of the exam. The applicant's rating will be determined by combining the scores they receive from the KSAs and the supervisory competency assessment.

We will move forward with the vacancy announcement once we receive both the KSAs and completed library.

General Instructions:

The assessment instrument for your recruitment will be a combined one using the Managerial Competency Library and either KSAs or a Technical Library. <u>Please refer to the email you received from your Human Resources Specialist to confirm the recruitment method and follow the appropriate instructions below.</u>

Managerial Competency Library and Technical Library Assessment Instructions

Managerial Library

STEP 1: Complete the Managerial Competency Table:
Please launch the Managerial Competency Library in the email you received from your HR Specialist. Page four of this library contains a table of the identified competencies needed for this position. The individual questions in this library are organized by the representative competencies listed within this table. **Please indicate the relative value of the leadership competencies by placing an H (high), M (medium), or L (low) in the column entitled "Importance/%Time." In addition, please indicate the approximate percentage of time the incumbent will spend applying the subject competency next to "% Time." The minimum value a required competency (competencies 1 through 6 are required) can receive is L (low) and 5%. The total percentage on this table should not exceed 70.** The total percentage will be added to the total percentage from the Technical library. The combined percentage from both libraries should total 100.

STEP 2: Document Major Duties
In the column entitled "Major Duties," there are examples of duties and/or tasks that are generally associated with the identified competencies. Please review the examples and make any necessary revisions to fit your position. For competency #7 please identify the major duties and/or tasks based on the questions you selected within the competency. Please note: all listed duties must be supported by the position description.

STEP 3: Select Questions
Each Competency has a sub-library of questions. **You should select 10-12 questions from this library, with at least <u>one</u> question from each of the required competencies (1-6). In addition, you will be asked to select 8-10 questions from the Technical Library. Please limit the total questions selected from both libraries to 20-22 questions.** Please select your assessment questions by placing a check mark in the box

next to the desired questions. For Multiple Answer/Multiple Choice (MAMC) questions, identify the relative level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s).

Some of the questions include optional long answer (LA) narratives. *These narratives are not used to rate or rank applicants but are used to give you additional information regarding the candidate's knowledge and experience.* You may select a long answer narrative by checking the **LA** box. **Since each long answer narrative generally results in a two to three page response/essay, we recommend limiting the total number of long answer narratives to five or less between both libraries.**

STEP 4 Certification:
Please certify your selections by including your name, title, and date at the end of the attached question library.

Technical Library

STEP 1: Identify Representative KSAs/Competencies
Please launch the Technical Library in the email you received from your HR Specialist. The library contains a table of the representative KSAs/competencies associated with this position. All of the individual questions in this library are organized by the representative KSAs/competencies listed within this table. **Please indicate the relative value of the identified major representative KSAs/competencies by placing an H (high), M (medium), or L (low) in the column entitled "Importance/%Time." In addition, please indicate the approximate percentage of time the incumbent will spend applying the KSA/competency next to "% Time."** The combined percentages from both libraries should add to 100%.

Note: This table includes representative KSAs/competencies from a broad range of positions in this occupational series. Therefore, not all of the listed KSAs/competencies may be directly related to your position. If a particular KSA/competency does not apply to your position please leave it blank.

STEP 2: Document Major Duties
In the column entitled "Major Duties," please **briefly describe the major duties and/or tasks associated with the representative KSAs/competencies you identified in step 1.** Please note these duties must be supported by the position description.

STEP 3: Select Questions
Each KSA/competency has a sub-library of questions. **Review the sub-libraries and select a few questions from each appropriate sub-library. You should select between 8-10 questions from this library. Please limit the total questions selected from this library and the Supervisory Library to 20-22 questions.** Select your assessment questions by placing a check mark in the box next to the desired questions. For Multiple Answer/Multiple Choice (MAMC) questions, please identify the relative

level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s). This library also includes optional long answer (LA) narratives. You may select a long answer narrative by checking the **LA** box. **Again, we recommend limiting the total number of long answer narratives to five or less between <u>both</u> libraries.**

<u>STEP 4: Certification</u>
Finally, please certify your selections by including your name, title, and date at the end of this question library. Please send both completed libraries to me via e-mail.

We will move forward with the vacancy announcement once we receive both libraries.

Managerial Competency Library and KSA Assessment Instructions

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Managerial Library

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STEP 3: Select Questions

Each Competency has a sub-library of questions. **You should select 10-13 questions from this library and at least <u>one</u> question from each of the required competencies (1-6).** Please select your assessment questions by placing a check mark in the box next to the desired questions. For Multiple Answer/Multiple Choice (MAMC) questions, identify the relative level of importance of each answer choice by checking **VH** (very high), **H** (high), **M** (medium), **L** (low), or **N/A** (not applicable) for all answer choices under the desired MAMC question(s).

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