



# TARGETED SELECTION PROCESS

## *Community Development Administrator*

This guide will define the strategies and elements of the targeted selection process to hire the most qualified candidate for the position of Community Development Administrator. This selection process involves elements which are consistently evaluated against established standards and current City Policies. The primary intention of this selection process is to objectively select a candidate on the basis of high performance and service indicators. This targeted selection method will ensure the City of Bellbrook will select only the highest qualified candidate to provide professional services to the City and community.

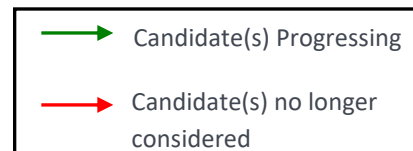
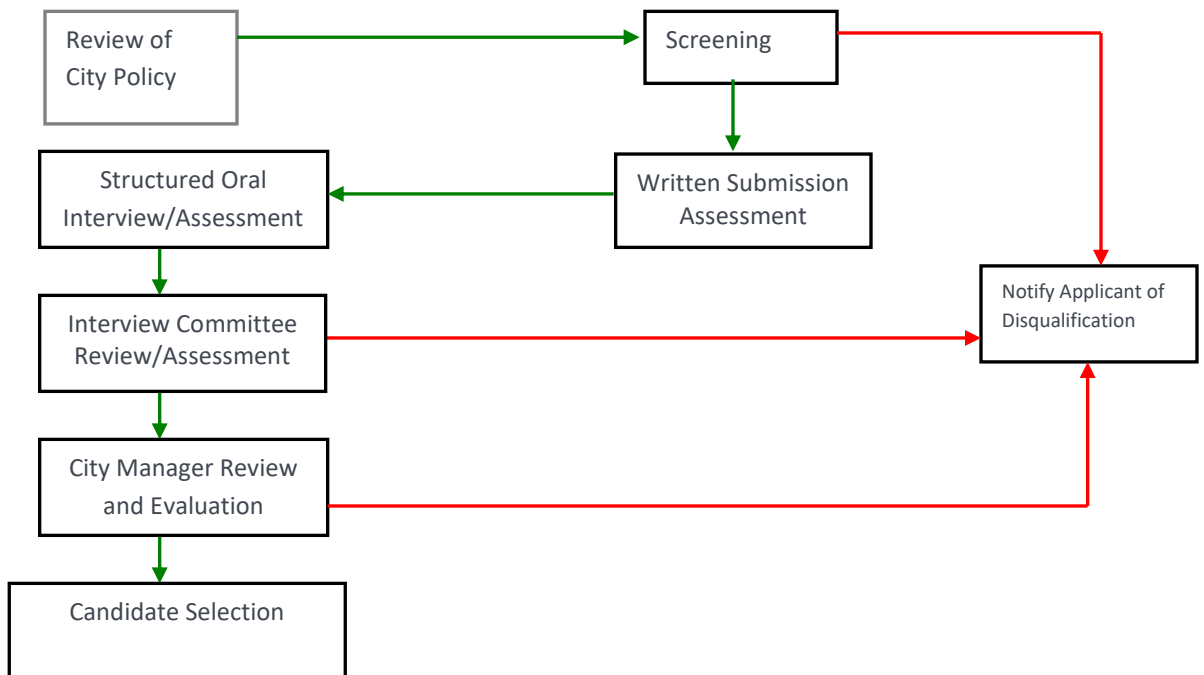
Rob Schommer, City Manager

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## PROCESS OVERVIEW

The process consists of four primary phases including:

- Review of Current City Policy
- Requisites, Credentials and Qualifications Screening
- Written Submission Assessment and Evaluation
- Structured Oral Interview/Assessment by Interview Committee
- City Manager Review and Selection



## MAJOR STRATEGIES OF A TARGETED SELECTION PROCESS

Targeted Selection is based on five strategies that have been proven to produce effective and accurate hiring decisions:

- *Use Past Behaviors to Predict Future Behavior*
- *Identify the Critical Job Requirements (Target Dimensions) for the Position*
- *Organize Selection Elements into a Comprehensive System*
- *Apply Effective Interviewing Skills and Techniques*
- *Involve Interviewers in organized "Data Exchange" Discussions*

- **Use Past Behavior to Predict Future Behavior**

Effective selection requires the ability to evaluate an individual's past behavior when making personnel selection decisions. Deciding who can handle a problem today is a matter of determining who was successful handling a similar problem previously. Quite simply, those who solved problems or performed well in the past can do it again. This criterion may not always be right, but the odds are in our favor.

The heart of a targeted selection process is finding out what an applicant has done in the past to evaluate how well he or she will perform in comparison to our organizational culture and the service demands of our community. Knowing what an applicant has done in terms of job performance in the past can assist to accurately predict the behaviors, skills and decisions the applicant will repeat in the future. The term "behavior" in regard to this evaluation includes the applicant's actions and reactions during the structured oral interview. A complete description of behavior includes the *situation* when an action occurred, the *action* of the person, and the *result* of that action.

- **Identify the Critical Job Requirements (*Target Dimensions*) for the Position**

Targeted selection is built around the developed *Target Dimensions*. A dimension is quite simply a label that represents a specific quality, skill, ability, or behavior an applicant should have to be successful in the position; they represent the goals of the targeted selection process. Establishing these dimensions is the initial step in designing a targeted selection process. The dimensions should define the behaviors that lead to success or failure in the position and should be grouped according to similarity of the actions or results they produce.

The *Target Dimensions* used for the City of Bellbrook Community Development Administrator candidate are developed based on the mission statement and values of the City in order to identify the traits and behaviors of a person who successfully delivers professional services to the City and community. The dimensions are developed then rated and classified into three general categories: *importance*, *necessity at entry*, and *relation to performance*. Once the *Target Dimensions* are developed, the review of the candidates will be based on their demonstrated behavior relative to the dimensions.

- **Organize Selection Elements into a Comprehensive System**

A systems approach is the method taken to use targeted selection for employee selection. All elements of the process are organized into a step-by-step procedure or system. This ensures uniformity, equitability, and fairness for the candidates as well as maintaining an objective system for our organization to make certain we select the most qualified candidate for the position.

Considering the systems approach, each person involved in the selection process understands his or her role and responsibility. Systems in general are operated to increase efficiency, improve quality, and reduce confusion. A systems approach selection process such as our Targeted Selection Process is operated to guarantee the selection of the best possible person in the least amount of time.

- **Apply Effective Interviewing Skills and Techniques**

The interview phase of the selection process provides the key opportunity for the City to identify and evaluate the applicant's past behaviors. The interviewer has a crucial role and responsibility to the overall success of the selection process. An interviewer in this Targeted Selection Process must use the full time allotted for the interview to explore the applicant's past experiences and collect specific behavioral information according to the list of *Target Dimensions*. In order to accomplish that, the interviewer must work efficiently and effectively by using proven, well worded interview questions designed to bring out relevant past behaviors.

Those chosen to participate in the interview committee will be trained on proper interview conduct and techniques including:

- Personnel Law and Issues
- Target Dimensions
- Objective Measurement of Desired Behaviors (based on target dimensions)
- Rating System
- Cultural Awareness, Diversity, and Inclusivity
- The City's hiring needs and commitments

- **Involve Interviewers in Organized "Data Exchange" Discussions**

Just as other industries and organizations use controls to make sure products and services are of high quality, the Targeted Selection Process must also use a form of quality control. This control is carried out by a "Data Exchange" session attended by the individuals who were involved in obtaining information about the applicant; the interviewers. At this discussion session, information is brought together using the dimension rating system and must always be based on a rating of the *Target Dimensions* respective to the applicants.

In the Data Exchange session, the ratings of the individual interviewers are integrated into a consensus rating. During this data exchange phase of the discussion, only behavioral data related to the target dimensions are accepted as supporting evidence. A consensus rating is reached on each dimension. After all dimensions have been discussed, a profile of the highest ranking by dimensions is reviewed. The interviewers then reach an overall evaluation of the applicants which leads to the final recommendation.

There may be times that questions the interviewers may have about an applicant's behavior are not answered during the structured interview. If that information is considered valuable data by the committee members, the questions should be written down for consideration or inclusion in the City Manager Review phase.

## TARGET DIMENSION DEVELOPMENT PROCESS

Key personnel are selected to review a list of Target Dimensions and create a ranking based on three factors: *importance*, *necessity at entry*, and *relation to performance*. These key personnel are comprised of existing managers within the City as well as personnel from the Interview Committee. The objective is to identify the priority and relative importance of dimensions to identify the list of *Target Dimensions* for the selection process. In addition, the prioritized list of dimensions will assist in establishing what activities or elements of the process will evaluate specific dimensions. In order to develop a starting point, the following list of dimensions will be suggested and further prioritized by the key personnel:

- Initiative
- Communication Abilities (Oral and Written)
- Persuasiveness
- Decision Making
- Follow Through
- Interpersonal Sensitivity
- Problem Analysis
- Stress Tolerance
- Leadership
- Motivation

The personnel selected to review and prioritize the dimension list are free to create dimensions not listed above, as these are a starting point, not a limitation. If the group does list any additional dimensions, a definition must be developed to allow for an objective and uniform rating of the dimension.

## SCREENING COMMITTEE FUNCTIONS

The Screening Committee is responsible for reviewing all appropriate materials from the application, resume, and all ancillary documentation submitted by the applicants. The Screening Committee is comprised of members appointed by the City Manager and will consist of at least two members.

Each committee member will review the information and data in each applicant's file as evidence of requisites, credentials and qualifications specified for the position of Community Development Administrator. Those requisites, credentials and qualifications are developed for this purpose and thoroughly explained to each committee member.

The committee will forward all qualified candidates for the subsequent phase based upon the committee's review. The candidates not selected for an interview will be so notified.

An organizational meeting will be scheduled for all members of the screening committee after appointment. At the organizational meeting of the Screening Committee, the members will receive:

- A list of applicants
- Copies of the resumes of applicants
- A list of the requisites, credentials, and qualifications required for the position
- A copy of the job description for the position
- A copy of the Targeted Dimensions developed for the position

In addition, the members will receive some basic orientation to provide background information to the Targeted Selection Process. The orientation will include:

- Reviewing the development of the Targeted Selection Process
- Reviewing the criteria used in screening the applications and resumes against the list of requisites, credentials and qualifications required for the position
- Providing examples relevant to the position under consideration
- Discussing confidentiality

The members of the Screening Committee will be aware of these expectations:

- Remain on task
- Use only information gathered or presented in the process for decision making
- Be consistent
- Respect the confidentiality of the discussions, comments, applicant information, and recommended candidates

*Screening Committee Functions Continued:*

The following scale should be used when rating the individual requisites, credentials and qualifications:

<u>Rating Value</u>	<u>Definition</u>
3	Highly Demonstrated/Above average – clearly positive
2	Averagely Demonstrated/Anchor-acceptable to meet qualification
1	Slightly Demonstrated/Little evidence
0	Not Demonstrated/No evidence

Candidates must show evidence of at least a 1 rating on each categorized requisite, credential and qualification in order to be considered for the next phase.

If a candidate does not meet the screening threshold, the candidate will be notified of such.

When a member of the Screening Committee is evaluating the applications and resumes, he or she should consider the following guidelines:

- Carefully review the job description and responsibilities
- Carefully review the established requisites, credentials, and qualifications for the position
- Due to the fact this process involves only written responses, some conclusions or generalizations may have to be made
- Look for relevant examples
- Be consistent between applicants

## INTERVIEW COMMITTEE FUNCTIONS

The Interview Committee is responsible for evaluating the past behavior of an applicant to predict the behaviors, skills and decisions the applicant will repeat in future job performance. The structured interview is a crucial phase in the Targeted Selection Process because it identifies the candidate with the best chance of success in the position.

As noted earlier, the interview committee rates past behavior as presented by the candidate and this “behavior” includes that which is demonstrated during the interview itself. Through this evaluation of behavior, the Committee rates the candidate against the set of *Target Dimensions* using the established rating values and grid.

During the interview, the established structured questions are asked of each candidate. The interviewers should be identifying the significance of the applicant’s answer (or behavior) relative to the respective dimension. Behavior which is more significant, more recent, more job related, and shows a consistent trend should be given more weight.

The key element of the Interview Committee’s process is the “Data Exchange” session. It is imperative that the interviewers discuss their individual discoveries and notations about the candidate’s behavior, then determine a consensus rating of each candidate. This rating is based on the objective set of *Target Dimensions* and rated using a uniform scale method.

The structured interview makes certain this component is conducted and rated in a consistent and uniform manner to guarantee the most qualified candidate with the best potential for success in the position is selected.

The Interview Committee is appointed by the City Manager and will consist of appropriate members to accomplish a fair and objective interview process. The goal is less than more members with a focus on “quality” versus “quantity” of committee members. Generally, the members of the Committee should consist of varying ranks and positions.

Prior to convening the Interview Committee, all appointed members will receive training on proper interviewing techniques and conduct. The areas to be covered in training include but are not limited to:

- Personnel Law and Issues
- Target Dimensions
- Objective Measurement of Desired Behaviors (based on target dimensions)
- Rating System
- Cultural Awareness and Diversity
- The City’s hiring needs and commitments



*Interview Committee Functions Continued:*

## Evaluating Dimensions and Assigning Ratings

It is critical to maintain objectivity and uniformity to the Targeted Selection Process, and at the heart of the systems approach to this process is impartial and standardized methods for evaluating the applicants. In order to make sure each candidate has an equal opportunity for the position as well as ensuring the most qualified candidate who will be the most successful in the position gets selected, the following guidelines should be followed by individuals who participate in gathering information about and evaluating the applicants:

### 1. Understand the expected behavior for each Targeted Dimension

Interviewers should thoroughly review and discuss behavioral example information for each Target Dimension prior to the interviews.

The interviewers should overview all behavior within a dimension and arrive at a numerical rating representing the applicant's overall behavior respective to that dimension before repeating the process for the next.

### 2. Weight behavioral examples to determine overall dimension ratings

An overall dimension rating is not an average of all the "pluses" and "minuses" noted for that dimension. On the contrary, the rating should be achieved by weighing the significance of each behavioral example relative to the dimension. *Behavior which is more significant, more recent, more job related, and shows a consistent trend should be given greater weight.*

**More Significant Behavior** – It is very common for an interviewer to get complete examples of behavior that are very different in terms of significance. The interviewer must determine the significance of the behavior. The more significant example should be given more weight in arriving at an overall dimension rating.

**More Recent Behavior** – The more recent the behavior, the better it predicts future behavior. When an applicant provides several examples of negative behavior in a job he or she performed ten years ago, but gives several examples of positive behavior in the same dimension in his or her most recent job, the overall dimension rating should be weighted more towards the recent behavior.

**More Related Behavior** – Although the more recent examples of behavior under a dimension are usually the most significant, they should not necessarily hold the most weight in arriving at a rating. Another important factor is the similarity of the situation described by the applicant to situations the applicant will face on the job. If, for example, an applicant describes excellent problem-solving abilities in a volunteer club he or she is a member of but gives poor examples of problem solving during recent job performance, the interviewer should give more weight to the job performance example due to its relationship to actual job performance.

**Behavior Showing a Consistent Trend** – An applicant may provide examples from several significant jobs that demonstrate his or her behavior relative to a specific dimension. The advantage of this is that trends in behavior can be established. For example, an individual might demonstrate a little customer service in one job, a moderate amount in a subsequent job, and a high amount in his or her current job. Since the individual maintained an upward trend in this particular dimension, an accurate inference would be a continual upward movement.

*Interview Committee Function Continued:*

## Rating System

A five point numerical rating scale is used for the Structured Interview to represent the different levels of applicant qualifications. The rating system and description is as follows:

- 1 **Much Less Than Acceptable** – Significantly below the criteria relative to quality and quantity of behavior required for successful job performance
- 2 **Less than Acceptable** – Generally does not meet criteria relative to quality and quantity of behavior required for successful job performance
- 3 **Acceptable** – Meets criteria relative to quality and quantity of behavior required for successful job performance
- 4 **More than Acceptable** – Generally above the criteria relative to quality and quantity of behavior required for successful job performance
- 5 **Much More than Acceptable** – Significantly above the criteria relative to quality and quantity of behavior required for successful job performance

The “3” rating indicates anticipated acceptable behavior in the targeted dimension. This rating is the “standard” against which all applicants are compared.

## PRACTICAL WRITTEN ASSIGNMENT ASSESSMENT

### Introduction / Overview

The Practical Written Assignment Assessment is designed to bring out behavior relevant to the important *Target Dimensions* developed for the position; commonly referred to as an assessment center. The development of the dimensions identifies the behaviors, motivations, and types of knowledge and abilities which are imperative for success in the position.

The type of exercise used with this *Targeted Selection Process* was chosen based on the most important target dimensions, the type of functions the position of Community Development Administrator will be performing, and the scope of the selection process itself.

One of the most valuable aspects of a practical assessment is the ability to evaluate future job performance. By assessing how a candidate demonstrates their ability to handle problems and challenges of the target position (Community Development Administrator), the assessors obtain a valid picture of how the candidate will perform in the actual job. In addition, the assessment session adds an element of fairness and accuracy to the selection process, and the candidates have a better understanding of the job requirements. In fact, Federal Courts have viewed assessment centers as valid and fair and have mandated the use of assessment procedures to overcome selection problems.

## Session Description

Traditionally, an assessment center will involve no more than six candidates and can last up to three days. For this selection process, the Practical Assessment Session will be conducted through written submissions and considered one element of the entire selection process. The other elements of the selection process prior to the assessment session will reduce the candidate pool to the working number. The assessment session will involve three elements including:

- Written Assignment and Presentation
- Oral Assessment/Interview Panel
- Written Assignment/Oral Presentation

The purpose of this exercise is to test the candidate's skills in perceiving a problem and then being able to gather sufficient information to document a solution. A candidate's formal writing ability and the capability of translating mental processes into writing is critical to this exercise. This exercise is designed to rate the candidates' ability to formulate situational data and related facts into a workable plan of action within a specific time frame.

The dimensions typically assessed with this exercise include: awareness of environment, decision making and judgment, interpreting information, planning and organizing, problem analysis, work perspective, and written communication skills.

## CLOSING

It is the objective of the City of Bellbrook to afford all qualified candidates' equal opportunity for employment. The needs of the City operations as well as the Community have a strong influence on the required qualifications of potential candidates. This Targeted Selection Process allows a rapid selection of the most qualified candidate who will be most successful in the position of Community Development Administrator and who best fits the needs of the City and the community. In all cases and factors, only uniform, fair, and objective methods are practiced in recruiting, evaluating, rating and selecting candidates.