

## What is this?

Information about how the Candidate Insight Performance Challenge Survey was created for two senior HR Roles in a recruiting client.

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## The Recruiting Assignment

## The Organizational Context

### The Historical Base

The CEO, the CHRO, the CIO, and a number of operational level geographical areas leaders (SVPs and VPs) were members of a executive level change management committee in a large social services organization.

- The organization's social service purpose derived from its complex mix of free social services, local cost goods retail services, not for profit housing for older and disadvantaged individuals services, low or no cost hospital based medical services, and religious community service objectives.
- The majority of its active 8,000 or so employees and 11,000 or so traditional volunteers shared a set of religion based vocational values. A renewed commitment to embracing diversity based social values, was subordinating its religion based focus to a broader and longer term commitment to an overarching set of social values.
- The organization's services were delivered across one large nation state and in several smaller nations located several thousand miles from the main service delivery area.

### Technology as a Change and Modernization Driver

The leadership of the organization accepted that its current use of technology was 'old fashioned' and led to service delivery unit costs that threatened the longer term viability of the organization. As a result, the executive committee mentioned above were the drivers of a 2 year program to completely revamp the technology base of the organization, and the work flow based on it, organization, to become networked, in the moment, technology cloud based, individually adaptive, and unit service delivery cost lowering.

The CIO (Chief Information Officer) and the CHRO (Chief Human Relations Officer) were recruited from outside of the organization to provide the new ideas needed for this change.

A recruiting service organization was engaged to find the technology and operations leaders needed in the change management team to make this happen. The CIO and the CHRO were the hiring decision makers for the first round of this recruiting (multiple individuals). The recruiting challenge was intensive by two dynamics.

1. Although there were flexibility around compensation, the service organization in general, in line with its traditional and current values, did not compete on the compensation level for talent with 'for profit' organization. The recruiting 'sales' pitch needed to be oriented to individuals' service |social values and career enhancement opportunities.
2. These roles could be structured as either 'contract' or full time employment. The organization did not require contract individuals to share a broad alignment with the organization's traditional religious values. They did require that the people recruited into change leadership roles to have a broad alignment to the organization's social service delivery values.
3. More importantly, the organization insisted that recruited individuals for these roles were better than every day or average performers. The Performance Challenge Recruiting Process™ was used for all of these recruitments. Change leadership and management were an essential component of the Target Performance Profiles for all of these open roles. The Performance Challenge Recruitment Process was 'tested' in this broad organizational context, rather than on 1 by 1 recruiting assignments. It performed well.

## What follows?

Candidate Insight Performance Challenge Surveys were used in all of the recruiting assignments for the newly defined open roles (> 15) in this recruiting project. The process of developing the Performance Challenge Questions for two VP | Senior Director level change driving HR roles is described after the following Table of Contents.

## The Two Open HR Leadership Roles

Role 1 was titled –**Senior HR Role: Talent Management Process Change Leadership**. Its primary focus was to be the change strategist who refined the broad change objective of the Executive Change Committee into the specific talent management work flow process changes required. As well, the person in this role was responsible for integrating the required change execution plans into the tactical change plans of all of the other parts of the change program.

The second role title – **Senior HR Role: Regional HR Service Delivery**. Its primary focus was the transformation of the HR and people management practices across the largest operational unit of the organization (more than 5000 people and the associated volunteers). This role's performance objective was to make real, in concrete ways, this change with not just the HR specialists in the region, but also with all of the people leaders in it.

## The Core Performance Drivers™ After Meeting with the CHRO

The draft elements of the high-level Target Performance Profiles, and their associated Performance Drivers™, were reviewed with the Chief Human Relations Officer, who was the prime hiring decision maker for these two recruiting assignments.

Based on that review, the Performance Drivers were re-sequenced into the following “Common to Both Roles | Unique to a Role” pattern and their relative ranking re-arranged.

One Candidate Insight Performance Challenge Survey was used for these two recruiting assignments. Final candidates were select for each of the roles based on the content of their responses to the role. Each final candidate individual's potential fit for the other role was acknowledged in some cases.

### ***Survey Name: Candidate Insight Survey, Senior HR Role***

The survey consisted of the final versions of the 5 Short Answer Questions for the 4 shared performance drivers, plus a short answer question intended to provide insight on the longer-term career potential of the respondent.

**Candidate Insight Survey Performance Challenge Short Answer Questions** ©

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Two performance challenge follow up questions (2 per role) for the each of the unique Performance Drivers were prepared for use in the in-depth interviews with high value potential candidates. All interviews were Zoom based.

### Common and Unique Performance Drivers™ For Each Role

#	Common	Unique to Regional Director	Unique to Senior Director
1	Exhibiting People Smarts		
2	Driven		
3	Inspiring		
4	Being		
5		Being Conscientious	
6		Adapting	
7			Thinking Critically
8			Innovating

### Common PD and Role Context Based Short Answer Questions

#### Exhibiting People Smarts

Our Service Organization attracts people who are value driven, service providers. They are dedicated to the Our mission and devoted to their service recipients.

How do you know that you have the range and levels of people smarts to interact effectively with the wide range of personalities, value sets, and motivations in the individuals at all levels of our organization that you will encounter in this role?

## Driven

Our Organization is a large, geographically diverse, and in many ways, traditional organization. As a senior HR leader, you will be judged by their peers and the most senior leadership of the organization on your ability to do two things

- Lead and oversee the delivery of human relations services on a day-to-day basis to all of the people leaders in the person's area of accountability.
- Participate in developing, modeling, championing and rolling out the new ways of managing work flows and people that are needed to bring Our value-based, service delivery up to the level of effectiveness and efficiency required in today's world.

This is a large task, with an endless variety of details to master, and an overwhelming, and at times contradictory, set of results to deliver.

Tell us how you know that you have the energy and the drive to master this challenge.

## Inspiring

You will be part of the change leadership team that is bringing transformative change to Our Organization. In your role, you will not just need to do yourself, but also to influence, to persuade, and to inspire others to take on and be successful at new ways of doing things. These ways may feel very strange to them at first, or raise their concerns that they do not have the personal capability to succeed in these new ways.

How do you know that you can inspire others to make these changes, as individuals, as team members, and as the people leaders of their teams?

How will you respond to those who resist doing so, either openly or covertly?

## Being Humble

What motivates you? What kind of recognition do you need if you are to take on and persevere in this change making role?

How do you know you can let others get the recognition which will encourage the broader acceptance of needed change, even when you were the person who largely did what led to the accomplishment?

Who need do you have to give acknowledgment of your personal contributions in order for you to feel 'good' about what you have accomplished?

### **Future Career Potential Capability**

Note: This is not a PD based prompt, Instead, it was intended to provide insight on the capability of the respondent to potentially take on the CHRO role at some future point in time.

Our Organization is engaged in transformative change. As that change is implemented in the following years, the nature of Our Organization's leadership needs will also change. More and more emphasis will come to be placed on doing things well, as opposed to changing the ways things are done.

How does your own sense of where you want to go in your career align, or not align, with this anticipated change in Our senior level leadership needs?

## **The Unique Short Answer Questions for the Regional Senior HR Director Role**

### **Being Conscientious**

In this role, you will need to deliver your personal performance results, as well as those of the team you will lead. At the same time, you must model the new ways of managing people in the organization.

What will you do to ensure that you are in touch with all of the personal modeling you must do as you carry out your own people management responsibilities?

How will you endure that these new ways of work are implemented throughout your team, while at the same time delivering on, and not missing any of, their day to day human relations service commitments?

## Adapting

Given the dual accountability of your role:

- deliver human relations services today.
- while championing the implementation of the new ways of managing work and people required to bring the organization into today's world,

There will be setbacks and mistakes. Not all of the action plans will happen as planned. Not all of the people leaders in your area of accountability will be responsive to the need to change. Some will enthusiastically adapt. Some will quietly resist. Others will present reasons for staying with what worked for them in the past.

How will you handle these inevitable setbacks to the change action plans for which you accountable?

## The Unique Short Answer Questions for the Senior Director, Talent Management Process Change Leadership Role

### Thinking Critically

You will be translating the strategic people management change directions set out by Our Organization's CHRO into action plans which address specific gaps.

- These gaps will come from what needs to be done tomorrow compared to how people and talent management activity is done today.
- At the same time, you will need to integrating these talent management change actions with the other change action plans originating in technology related and other change initiatives in Our Organization.
- The resulting change actions plans must be realistic, given the nature of Our value based, service delivery mission.

How do you know your have the 'smarts' to do this?

## Innovative

The concrete change action plans you create to close these gaps need to be 'realistic', not just be analytically sound. They must take into account the varying 'what is' states across the organization. They must also feel 'doable' to the large number of Our value driven service providers.

What convinces you have you have the needed ability to innovate – to come up with such change action plans which are realistic and practical in Our Organization's context?

How do you know you have the ability to carry out these plans?

## Delivering the Candidate Insight Surveys to Applicants

### Executive Search Outreach

The 4 common Performance Driver based Short Answer Questions and the Career Potential were added to a short role profile description as well as a set of instructions on how to 'respond'. The material was packaged into an on-line survey tool. The url link to this tool was passed to applicants, either as part of the executive search outreach for these two roles, or as part of the posting on Linked In done for them.

### Candidate Response Instructions

Applicants were asked to provide short answers (around 250) words) to each of the 5 short answer questions. They got several days to do this. The instructions included a suggestion that they prepare their responses 'off line' using a word counting tool like Microsoft Word. They could then quickly 'copy and paste' their responses into the online survey tool.

### Response Evaluation

The results were read and evaluated by a recruiter, who prepared a short 'commentary' on each of the question responses. The sequence used was:

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- Commentary on candidate response,
- Copy and paste candidate response,
- Copy and past of the Short Answer Question.

As well, the recruiter prefaced this material with 4 summary sections. The results were a several page Candidate Insight Report. The following sections were added at the front of the report

1. Candidate name, email address, phone number, position applied for, survey completed, date and time of completion, and a url link to the candidates resume in the Applicant Tracking Application used (ATS)..
2. A 1-line statement identifying the applicant as a reject, a less than high value, or a high value potential candidate.
3. A summary evaluation that pulled together the commentary on each of the 5 questions and communicated the reasons for the categorization of the candidate as a reject, less than high value or high value potential candidate. This section was short for rejects and less than high value candidates. It contained 5 to 10 points for high value potential candidates.
4. For high value potential candidates, an additional set of 3 to 7 'suggestions' for exploration in in-depth follow up interviews was then added.

This report was uploaded to the candidate's record in the ATS package.

## **What about those applicants who did not respond to the Candidate Insight survey?**

Not all of the applicant's responded. By not doing so, they self selected themselves out of the recruiting process. Follow ups with a representative sample of these individuals provided 3 important reasons for this.

1. Once they saw the questions, a number simply realized that they were not capable to address these performance challenges. This was a 'good reason' for these self-select drop outs.
2. A second set stated that once they read the performance challenge questions, they were no longer interested in following up. They were not motivated to apply. This was the second good reason for these self-selected drop outs.
3. A third sub-set responded in a less than clear way or simply stated that they did not have the time to do this. In other words, they were no longer motivated to respond, even though they had submitted a resume as their initial step. This 'self selection' out of candidature was also a sign of a lack of motivation.