



## Senior Human Relations Leadership Role: X Service Organization

### 1. Introduction | Instructions

#### **Confidential Candidate Insight Survey**

**Thank you for your interest in this senior transformative Human Resources leadership role.**

#### **The Service Organization**

A short description focusing on X Service Organization's core mission and values .... was placed here. (Note: X Service Organization has been used as the organization's name in this example to ensure that the actual client remains confidential.

#### **Why participate?**

Participating in this Candidate Insight Survey will help each of us determine the fit between your candidacy and the requirements of the role. You will get needed insight into the role's challenges. We will get a better understanding of how you will address such performance challenges.

Your responses will be one of many sources of data that we use to help determine how well you match the performance needs of the role.

#### **How to participate?**

Please keep the following in mind when completing the survey:

- The job posting invitation letter included a link to the survey. As well, there was a 4-digit personal ID number. Please enter this number exactly as provided when you are asked to do so.
- Please respond to all questions in a single pass.

- Please limit your response to each question to 250 words or less. You may have to think through your responses to the questions. To facilitate this, you may wish to use Word or a similar word processing tool to draft and to edit your answers. Such tools have word count tools. You then can copy and paste your responses into the survey.

The PDF version of the questions attached to the invite e-mail was intended to facilitate this. You can also access it at this url [www.notrealexampleurl.com](http://www.notrealexampleurl.com). Please do not share the PDF or your responses with others.

Previous candidates report that doing this will take at minimum an hour or so of your time. Some have reported that doing so is profoundly helpful in clarifying their thoughts about why they are motivated to apply for the role.

In return, we can promise a shorter recruitment cycle which will be more focused on helping you assess your fit to the open role.

### **Submitting your information .....**

Once you have thought through and prepared your responses to these 5 performance challenge questions, please use a browser to the following url. This is the on-line, confidential version of this Candidate Insight Survey. Please answer the questions there. Previous candidates report that it usually takes them about 5 to 10 minutes to do this. They copy and paste the response to the 5 performance challenge questions from their word processor to the places in the on-line survey where they are required.

Browse to this url: [www.notrealexamplesurveyurl/CIS9999.com](http://www.notrealexamplesurveyurl/CIS9999.com) to submit your information.



## 2. Identification Information

The following 3 questions provide us with the information we need to connect your responses to your application.

\* at the beginning of a question indicates that a response is required.

\* 1. Your name (first and last)?

\* 2. The 4-digit personal ID number that you were asked to enter in the invitation email that you received.

\* 3. Your e-mail address



### 3. Business Questions

*Please limit your response to each question to 250 words. If you prepared your responses in a word processing tool, please copy and paste your response into the box below the question on the on-line survey.*

4. This Service Organization attracts employees and volunteers who are value driven and service oriented. They are dedicated to the Organization's mission and motivated by their desire to help fellow Canadians who are in need. They come from a wide variety of backgrounds but share this common desire to give back regardless of their race, social background, religion, or sexual orientation.

*How do you know that you have the range and levels of people smarts to interact effectively with the wide range of individual personalities, value sets, and motivations that you will encounter at all levels at X ORG during this period of complex enterprise-wide transformation?*

5. X Service Organization is a large, geographically diverse, and in many ways, traditional organization. As a senior transformative HR leader, you will be judged by your peers and the most senior leadership of the organization on your ability to do two things.
- Lead and oversee the delivery of HR services on a day-to-day basis the people leaders in their respective areas of accountability.
  - Participate in developing, modeling, championing, and rolling out the new integrated Human Relations vision that will bring X Service Organization's value-based, service delivery up to the level of effectiveness and efficiency required in today's world.

This is a large scope with an endless variety of operational and process problems.

*How do you know that you have:*

- a. the personal cognitive flexibility to address and to resolve immediate HR problems,*
- b. while at the same time inspiring your HR staff and the people leaders you work with to understand, to take on, and to implement the new ways of managing that will be required for X ORG to succeed in the future?*

6. X Service Organization is engaged in transformative change across the organization that is intended to dramatically improve the effectiveness and the efficiency of end client service delivery. This change is based on a major move to being a modern, technology enabled, service organization.

The CHRO has worked with the executive level enterprise transformation team to integrate a new HR vision into this strategy. She has signaled this by re-branding Human Resources as Human Relations.

As part of this transformation, everyone at all levels across X Service Organization will need to make changes in the way they do their day-to-day work. Some will adapt readily. Others will be willing but need support as they acquire and develop the required new skills. Still others will resist the change, either because they see themselves as lacking the abilities required, or because they don't agree with the need for this change.

To address this, the tactical HR change plans must align with the work flow process and technology tactical change plans. Without this alignment, and the resulting consistent messaging to staff, the difficulties inherent in implementing this level of enterprise change could increase exponentially.

*As a member of the HR senior leadership team, how will you approach integrating the required HR tactical change plans with those being created and implanted by technology and operational process change leaders in X Service Organization?*

7. You will be part of the change leadership implementation team that is bringing this transformative change to X Service Organization. This means influencing, persuading, and inspiring others to take on and be successful at new ways of managing people that may feel 'new or strange' to them.

*What do you see as the 3 to 5 key outcomes that you must achieve to accomplish this level of change among the end client service delivery people leaders for whom you will be the HR business partner?*

*What metrics will you use to gauge your degree of success on each one in the first year?*

- 8 In this role, you will be taking on the leadership of senior HR individuals who themselves have direct reports who have been working for the organization for years. Not all of them will find the personal changes in their approaches and capabilities required by the transformation in which X Service Organization is engaged possible to accomplish. Neither will some of their direct reports.
- a. *How will you address this very real human component of the work you will have to do?*
  - b. *How do you know that the approach you will take will be successful at moving the organization forward and not moving it backwards?*



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### 4. Thank you for completing the Candidate Insight Survey.

Your responses will help us more quickly determine your potential match to role's performance requirements and ensure that we treat you fairly by using the same criteria for all candidates being considered.

If you wish to make changes to your responses, please return NOW to the appropriate place in the survey.

By answering Yes to the following question, you are indicating that you consider your Insight survey answers to be complete at this point in time. We may explore these issues further with you in possible follow ups.

Once you close this survey, you will not be able to update your responses online as part of this questionnaire process.

\* 8. Are your responses now complete?

Yes

### 5. Privacy and Copyright

Please remember that you agreed not to disclose the name of this organization at this point in time.

Your identity as a respondent will only be disclosed as part of your candidacy. The Performance Challenge Recruiter staff may disclose how you answered a question to relevant decision makers at the client organization for this assignment.

Please do not share the url links, or the PDF copy of the survey content, with any other person.

The questions and survey text other than your responses are the copyrighted property of Roelf Woldring of The Performance Challenge Recruiter ([www.performance-challenge-recruiter.com](http://www.performance-challenge-recruiter.com) July 2022)