

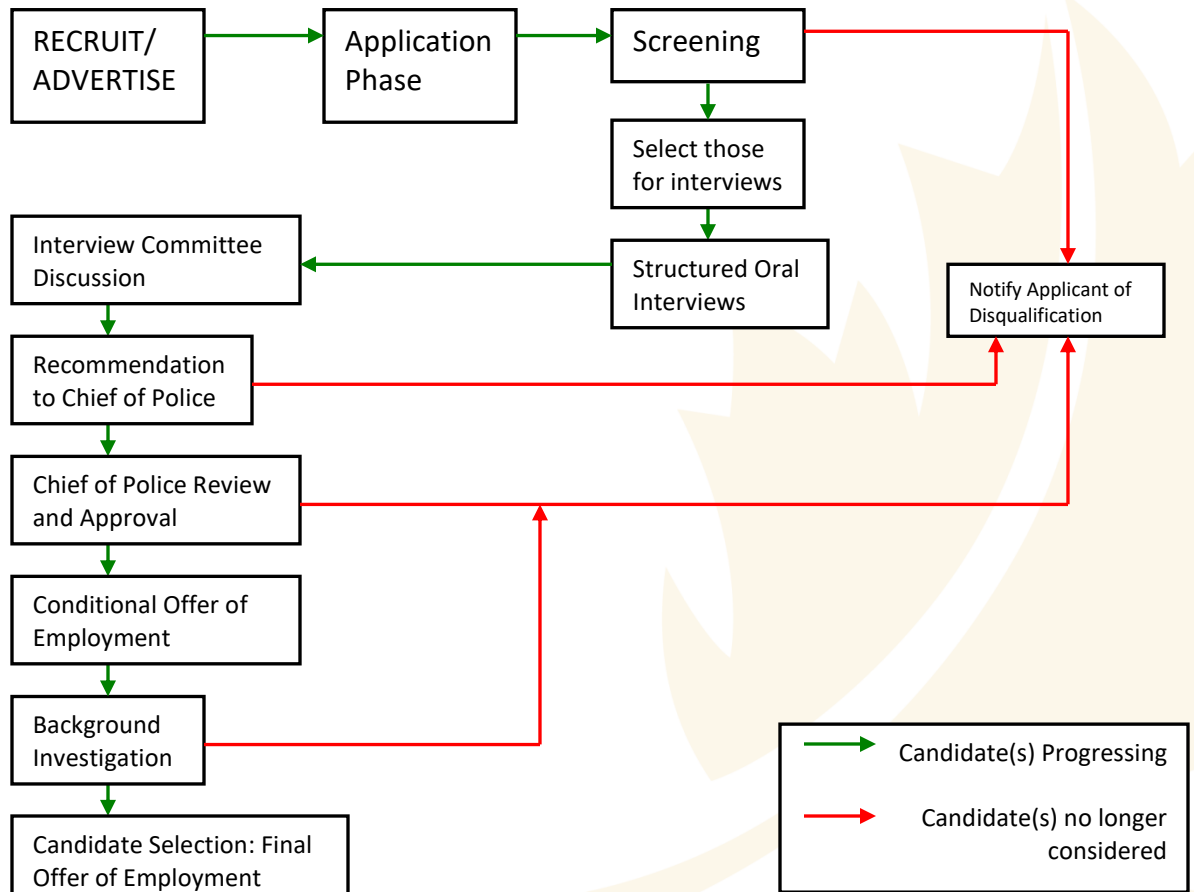
Lateral Targeted Selection Process

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This lateral entry selection process is not an open competitive examination; however, it involves elements which are consistently evaluated against established standards. The primary intention of this selection process is to objectively select police officers on the basis of high performance and service indicators. This targeted selection method will ensure the Bellbrook police Department will select only the highest qualified candidates to provide professional public safety services to the community. The process consists of seven primary phases including:

- Application / Resume
- Requisites, Credentials and Qualifications Screening
- Structured Oral Interview by Committee
- Applicant(s) Recommendation by Committee to Chief of Police
- Chief of Police Review and Approval of Applicant(s)
- Background Investigation
- Selection of Applicant(s)

The chart below illustrates the lateral selection process of sworn law enforcement personnel.



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 specific qualities, skills, abilities, or behavior an applicant should have to be successful in the position of police officer; 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 of police officer and should be grouped according to similarity of the actions or results they produce.

The *Target Dimensions* used for the Bellbrook Police Department police officer candidates were developed based on the mission statement and values of the agency in order to identify the traits and behaviors of a person who successfully delivers professional public safety services to this community. The dimensions are:

- Diversity
- Outreach/Service Oriented
- Problem Solving
- Sensitivity
- Maturity
- Customer Service
- Work Ethic/Loyalty
- Initiative

- **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 selection process, from recruiting and advertising, to interviewing, to final decision making are organized into a step-by-step procedure or system. This ensures uniformity, equitability, and fairness for the candidates as well as maintains an objective system for our agency to make certain we select the most qualified candidate for the position.

Considering the systems approach, each person involved in the selection process as a recruiter, interviewer, facilitator, or decision maker 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 our organization 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 Targeted 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
- Targeted Dimensions
- Objective Measurement of Desired Behaviors (based on targeted dimensions)
- Rating System
- Cultural Awareness and Diversity
- The City's hiring needs and commitments

The training makes certain that the objectivity of the process is maintained and that all components, including the interview, are conducted and evaluated in a uniform manner.

- **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 a dimension rating system or grid. The grid can be in a variety of formats; however, must always be based on a rating of the Targeted Dimensions respective to the applicants.

In the Data Exchange session, the ratings of the individual interviewers are integrated into a consensus rating. Each interviewer enters a numerical dimension rating on the grid. During this data exchange phase of the discussion, only behavioral data related to the target dimensions are accepted as supporting evidence. A consensus rating, also expressed numerically, 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 to the Chief of Police.

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 and submitted to the Chief of Police for consideration or inclusion in the Chief of Police Review phase.

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 Chief of Police 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 police officer. 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 interview phase based upon the committee's review. The candidates not selected for an interview will be so notified.

If the committee screens the applicants and identifies only three or less candidates appropriate and qualified to consider further, the committee may consult with the Chief of Police as to the next steps which may be but not be limited to:

- Re-advertise and recruit for the position to increase the applicant pool; or
- Proceed with the Structured Interview realizing the committee may recommend less than three candidates

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

- A list of all applicants
- Copies of the applications and resumes of all 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 selection process from Recruitment/Advertising to final approval
- Reviewing the rating scale 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>
5	Exceptional – (rarely evidenced in written examples)
4	Clearly positive – above average
3	Anchor – acceptable, adequate evidence to meet qualification
2	Have to conclude – not quite sure
1	Little evidence
0	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 Targeted 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 Targeted 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 Chief of Police 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 internal members of the Committee should consist of varying ranks and positions with a member from the same classification of which the process is selecting.

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
- Targeted Dimensions
- Objective Measurement of Desired Behaviors (based on targeted 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 Targeted 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.

CLOSING

It is the objective of the City of Bellbrook to afford all qualified candidates equal opportunity for employment. The needs of the Division 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 police officer and who best fits the needs of the agency and the community. In all cases and factors, only uniform, fair, and objective methods are practiced in recruiting, evaluating, rating and selecting candidates.