



Supervisory Targeted Selection Process Information for Candidates

Background

The role of the Supervisor within our company is more critical than ever before. While being technically proficient at the work that you do is, as always, important to being a successful Supervisor, other characteristics are *at least* as important. Extensive analysis of Supervisor positions throughout the company demonstrates that the following are among the dimensions critical for success as a Supervisor:

- Teamwork
- Developing People
- Ownership & Excellence
- Judgment
- Customer Service Orientation
- Adaptability/Leading Change
- Planning & Organizing
- Ability to Learn
- Communication Skills/Presentation Skills
- Leadership Versatility

The company is committed to selecting the best candidates for Supervisor positions through a formal selection process. The following principles form the foundation of this process:

- *Opportunity:* All candidates who meet the relevant minimum experience and/or educational requirements for a position will have the opportunity to participate in the selection process.
- *Objectivity & Fairness:* Each candidate will be treated in an objective and fair fashion. No one will be excluded from consideration simply because someone holds a grudge against them or feels that they are not capable of performing in the work role.
- *Validity:* All components used in the selection process have been demonstrated to be valid (job-related).
- *Communication.* Selection is a *two-way* process. While the *company* is looking to best match employee skills with job requirements, *you* also have an important decision to make: *Is this the position for me?* To decide whether or not you wish to be treated as a serious candidate for a particular position, you require solid information about its requirements, so that you can match them against what motivates you and what you are looking for in a work role. We are committed to providing this information to you. We are also committed to providing you with candid feedback about your performance in the selection process, if you do decide to participate further.

Description of the selection process

The selection process for Supervisor consists of two phases. All candidates who meet the minimum qualifications for a particular position will have the opportunity to participate in the first phase of the process.

Phase 1

In the first phase of the process, you will participate with the other employees in the candidate group in three assessment instruments designed to measure your potential for high performance as a Supervisor:

- *Supervisory Simulator*. In this test, you will use your judgment skills to respond in writing to address a number of typical situations/problems faced by Supervisors.
- *Critical Reasoning Test Battery*. This two-part multiple-choice test measures your ability to make logical decisions based upon both *verbal* (written) and *numerical* (charts and tables) information that is provided to you.
- *Behavioral Personality Inventory*. This inventory assesses your typical ways of behaving across a variety of situations, in order to determine how well you might fit into a leadership position.

Each of these professionally-developed instruments has demonstrated their validity for supervisory selection through extensive national research.

The test session will take about 3 hours, and will be conducted by HR staff.

Phase 2

If you are selected to proceed to this phase of the process, you will participate in a series of three structured interviews with company Managers (two from within the department where the position vacancy exists, one from outside the department).

The candidate, who performs best in the process, as decided by consensus, will be offered the position.

Details you need to know

- You *must arrive on time* for the phase 1 test session. If you arrive after the session has started, you will *not* be allowed to participate.
- We will provide a calculator for the “interpreting data” portion of the phase 1 test session. It isn’t necessary to use a calculator, however.
- Your scores on the instruments administered during phase 1 of the selection process will *remain valid for at least two years*. If you apply for another Supervisor position within that time period, your existing scores will be used to determine whether you move on to phase 2 of the process for that position opening.
- Bring glasses if you need them for reading.

Preparation

The first thing that you need to do is think carefully about the demands of the position in relation to what you want out of work, as well as what you believe to be your strengths and developmental needs. No one will think less of you if you decide not to continue as a candidate for a particular position opening at a given time! If you feel you would like to become a

Supervisor, but need more time to develop your skills, work closely with your “performance coach” as part of the PR process to help you do this and to obtain candid feedback about your skill levels.

If you decide to participate in phase 1 of the process, the best preparation is to relax and do your best! These are not the types of tests that you can study for in order to improve your scores. Just be yourself. Try and make sure to get a good night’s sleep before the session, and go easy on the caffeine if you drink coffee or tea. If you are selected for phase 2, give clear and concise answers to the interview questions. There are no tricks or traps built in to any part of the selection process—but trying to fake or “smoke screen” your way through is a good way to fail!

Finally, remember that the Supervisor selection process is a *very* competitive one. Just because you are not selected for a particular position is no reason to get discouraged and give up. On the other hand, you need to always look closely and honestly at your own strengths and weaknesses in relation to the demands of a Supervisor position. *Good luck!*

Questions?

If you have any questions or concerns about this process, please contact either:

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