



The Benefits of Developmental Associates' *Talent Identification Program*

COMPARISON OF RECRUITMENT METHODS

| TRADITIONAL APPROACH | DEVELOPMENTAL ASSOCIATES APPROACH |
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| <ul style="list-style-type: none">Recruitment is conducted by placing ads, developing brochures, and targeting individual managers.The search firm promises that they have a stockpile of candidates who would not otherwise apply. | <ul style="list-style-type: none">In addition to placing ads, developing brochures, and targeting national and state contacts, Developmental Associates (DA) uses NEOGOV, the number one HR application for governments nationwide. This service posts the jobs on governmentjobs.com, reaching qualified government managers across the country.DA also uses list serves to contact managers throughout NC.DA has operated in NC for over 25 years and knows NC managers like no other firm. Moreover, we have well-established national contacts.DA develops engaging and customized position announcements that go beyond simply a listing of job responsibilities. |

COMPARISON OF INITIAL SCREENING METHODS

| TRADITIONAL APPROACH | DEVELOPMENTAL ASSOCIATES APPROACH |
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| <ul style="list-style-type: none">Applicants may submit cover letters and resumes in whatever form they choose.Candidates often still provide this information in hard copy.Their resumes are difficult to compare ("apples to oranges") because they are structured differently. Some resumes are chronological; others reflect career achievements. Most do not provide critical information necessary for accurate evaluation. | <ul style="list-style-type: none">Using NEOGOV, electronic application forms with supplemental questionnaires are designed specific to the needs of the client and the positionCandidates may still submit cover letters and resumes. However, a customized electronic application enables an "apples to apples" comparison across all candidates.Candidates demonstrate their motivation by having to complete an application and questionnaire online rather than simply changing the name on the front of their cover letter.DA analyzes each application and scores them on the basis of their fit with the needs of the client. |
| <ul style="list-style-type: none">Traditional search firms typically make decisions for you by conducting the initial screen of candidates to winnow down the number of candidates to a manageable number. | <ul style="list-style-type: none">Ideally, DA is the facilitator of user-friendly information and you decide among the qualified candidates, who will move through each step in the process. This allows you to pay attention only to those who meet minimum qualifications and you exercise maximum control over the process. While DA can also conduct the initial screen for you, we prefer to involve you in those decisions.DA can provide you with comprehensive information on ALL candidates, including their answers on the application form, resumes, and cover letters. |

COMPARISON OF SECONDARY SCREENING METHODS

| TRADITIONAL APPROACH | DEVELOPMENTAL ASSOCIATES APPROACH |
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| <ul style="list-style-type: none"> The lead consultant assesses each of the candidates through telephone or on-site interviews and reference checks. The consultant considers a smaller number of candidates – usually fewer than 10. In rare cases, a psychological or personality inventory is administered. Often that inventory, such as the Myers-Briggs, or DiSC is not valid for employment purposes creating potential liability for the employer. | <ul style="list-style-type: none"> DA uses three independent methods to assess the candidates. A different member of our team conducts each of these screening methods. We keep a “firewall” among them, giving you three independent evaluations of the candidates. <ul style="list-style-type: none"> We contract with a subject matter expert to conduct and score a structured telephone interview of each candidate. Another team member evaluates candidate written responses to questions that require candidates to provide evidence of their accomplishments. One of our psychologists administers the Emotional Intelligence Inventory (EQi 2.0), which is validated for employment. You receive comprehensive information and ratings of each candidate. You decide whom to move forward in the process. |

COMPARISON OF CANDIDATE ASSESSMENT METHODS

| TRADITIONAL APPROACH | DEVELOPMENTAL ASSOCIATES APPROACH |
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| <ul style="list-style-type: none"> The employer conducts interviews of the candidates and the search firm facilitates the process. The search typically firm provides little guidance on the interview other than to perhaps encourage structured questions. You will rely on interviews or presentations to assess candidates. Research indicates that interviews – even when properly conducted – predict no more than 40% of executive performance. Unstructured interviews predict less than 20% of job performance. Typically, no answer key is provided. If it is provided, it is typically vague. You must infer candidate competencies. | <ul style="list-style-type: none"> DA recognizes that only three competencies can be directly assessed through an interview – oral communication, knowledge, and judgment. These are important competencies but they are inadequate for predicting executive performance. DA structures assessment simulation exercises, such as budget presentations, staff coaching sessions, written plans, and meeting facilitation. These methods are tailored to your organization’s needs and current issues, providing direct assessment of managerial and technical competencies. They also enable fair and objective comparisons of internal candidates with external ones. We integrate the results on the assessment exercises along with the results on the EQi. Having multiple data points that provide similar results, gives you more confidence in the information you have on each candidate. You conduct final interviews after the assessment. However, you do so knowing the competencies of those finalists, therefore questions are more targeted, yielding richer responses from applicants. DA can help you design interview questions and work with you to best structure, conduct and objectively score a sound interview. |

COMPARISON OF SUPPORT FOR THE NEW MANAGER

| TRADITIONAL APPROACH | DEVELOPMENTAL ASSOCIATES APPROACH |
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| <ul style="list-style-type: none"> Rarely offered at all but if so, limited to following up with the employer or applicant to ask how things are going. | <ul style="list-style-type: none"> DA takes the extra step to enable the new executive to be successful. We provide him/her with intensive feedback on the assessment exercises and the EQi. We help the new executive to develop a plan for ensuring their success in facing new challenges. |