



Illinois
Department of Commerce
& Economic Opportunity

Pat Quinn, Governor

Staffing Guide

Marketing & Communications Writer-Editor

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Executive Summary

The staffing guide outlines an approach to strategic staffing for the Marketing & Communications Writer-Editor position situated within the Illinois Department of Commerce & Economic Opportunity. The processes laid out in this staffing guide will provide managers with key information to make informed recruiting and staffing decisions relevant to this particular position.

The guide contains an analysis of the work carried out in the Writer-Editor position and provides insight on the general purpose of the job, reporting and supervisory details, and the organizational context relevant to this position. Additionally, a job analysis was conducted for this position, and the methods of information and processes to carry out the analysis are described in detail. A Job Requirements Matrix that outlines the key components of the analysis is also provided to reference.

The staffing guidebook also presents a recruitment guide that demonstrates the organization's overall recruitment strategy for the Writer-Editor position, and discusses key factors in the recruiting process such as preference for applicants, relevant labor market, approximate recruitment budget, and the sources/personnel involved in the recruiting stage. A sample job advertisement is also included to realistically convey the organization's recruitment message and overall efforts.

Also outlined in the staffing guide is the organization's overall selection plan when considering applicants for the Writer-Editor position. In the provided selection plan, a list of KSAOs (knowledge, skill, ability, and other characteristics) needed to perform the job are given to help maximize person-organization fit and identify requirements being sought from new hires. The selection plan consists of five different assessment methods, each serving to evaluate a set of KSAOs considered highly relevant to the position at hand and determine if the applicant is deemed qualified for the position. A structured interview guide that outlines specific instructions interviewers should take note of when performing an interview is also showcased. The interview guide includes a list of 15 sample interview questions, consisting of both general and situational/behavioral, alongside corresponding rating scales and benchmark responses that are adamant in the final assessment and decision process. Instructions are also provided on how the interview ratings will be scored and compiled into a consensus rating by all interviewers.

Lastly, the staffing guide lays out the final selection process that is utilized for the Writer-Editor position, describing in detail the combined model of the Multiple Hurdles and Compensatory approaches that are used, and specifically demonstrating how the final selection decision is arrived at based on the assessments that have been made throughout the entire staffing process.

I. Analysis of Work and Job Description

a. General Purpose of Job

The purpose of the Office of Marketing & Communications Writer-Editor position is to plan, develop, and integrate materials and data in a way that accurately communicates the strategy and goals of the organization and the specific bureaus, and promotes the well-being of the State of Illinois.

b. Reporting and Supervisory Details

The incumbent will report directly to the Assistant Deputy Director in the Marketing & Communications Office in Springfield, Illinois. This position does not require the incumbent to supervise others.

c. Organizational Context

i. Size

The Illinois Department of Commerce & Economic Opportunity consists of two locations in Springfield and Chicago, Illinois, and maintains approximately 410 employees overall. Specifically, the Marketing & Communications Office contains an average of five employees, including the Writer-Editor incumbent. All employees in this office are situated in the Director's Office (12th Floor) of the Illinois Building in Springfield.

ii. Mission

To raise Illinois' profile as a global business destination and nexus of innovation; and to provide a foundation for the economic prosperity of all Illinoisans, through coordination of business recruitment and retention, provision of essential capital to small businesses, investment in infrastructure and job training for a 21st century economy, and administration of state and federal grant programs.

iii. Values

The Illinois Department of Commerce & Economic Opportunity is committed to a set of core values that serve to create a meaningful and engaging culture:

- **Character:** Maintenance of high ethical standards and integrity.
- **Service:** Excellence in formulation and implementation of management policy and practices.
- **Accountability:** Responsibility for meeting the highest performance standards.
- **Diversity:** Dedication to respectful and engaging professional development opportunities.

iv. Strategy

The Illinois Department of Commerce & Economic Opportunity is designed to bring out the best in our professionals by encouraging development, providing numerous opportunities for growth and promotion, and fostering healthy business relationships that ensure a prosperous organization. The Office of Marketing & Communications specifically strives to integrate a suite of marketing and communications services to agencies of state government and the public. Additionally, we work to advance our mission of transparent, effective, and accurate government communications through avenues such as media relations, public education, and news services.

d. Job Analysis Process Summary

i. The Job

A job analysis for the Marketing & Communications Writer-Editor position was performed for several reasons. 1) Even though the position is supposed to have significant outreach to the public and other departments, it has been greatly overlooked and underutilized as a vital resource to others, resulting in a slow and relatively unproductive workflow. Due to the State's budgetary constraints and limited resources, the duties and specifications of the position needed to be better defined to ensure continued productivity on behalf of the incumbent and avoid losses to the organization. 2) Although the position is titled "Writer-Editor," the job embodies multiple facets of marketing and communications in which we felt should be clearly articulated in the interviewing and hiring process to avoid misconceptions. 3) There is only one Writer-Editor position in the Department of Commerce and a new employee enters this position every two years, therefore great care needs to be taken to ensure that future applicants that may be placed in this particular job can use their skills most effectively.

ii. The Methods

Multiple methods were used to collect and gather job information throughout the job analysis. Prior information relative to the job itself was first looked at, including a position description sheet that was used in the interview process I underwent when seeking this position. This sheet outlined goals and objectives for placement, learning outcomes for the position, and a general description of potential assignments and skills needed. An appraisal of objectives form given to all full-time Marketing and Communications employees at the Department of Commerce on a yearly basis was then examined. This form served to appraise the tasks and skills of the current employee, and also listed objectives and tasks that were expected of that incumbent for the following year. Additionally, the external source, O*NET, was explored to gather initial information on related task statements and KSAOs on which we built upon in the process. Personal experience was then called upon from both myself and my supervisor. I had worked in the position for seven months, and my supervisor had worked in the Marketing and Communications office for nearly nine years.

iii. Sources of Information

Both my current supervisor and I served as the primary Subject Matter Experts (SMEs) in the job analysis. As the Assistant Deputy Director in the Marketing and Communications office, my supervisor had ample experience in the line of work and had also supervised and oversaw several employees performing the same job currently being analyzed. Throughout the years, he had played a major role in shaping and defining the position along the way, and proved to be a valuable source of information when it came to reexamining the nature of the position. New to the job, my input was considered valuable because I understood firsthand what was expected of a new employee coming in based on the information noted in the position description sheet and reiterated in the interview process, and what had actually held to be true in the everyday workplace based on my own interactions. By combining our experiences and

viewpoints on the job, we were able to strengthen the process as each of us had unique insight to contribute.

iv. The Process

➤ Identification

The first step in the process was identifying the job for which the analysis was needed and the purpose for the job analysis itself. It was necessary to reexamine the Marketing and Communications Writer-Editor position because of its significance to the department and the public in its entirety. We aimed to streamline and hone in on the job duties to ensure the array of tasks that were well-suited to the job were relevant and beneficial to the department, organization, and those in it. Subsequently, we wanted to make sure the KSAOs of the employee in this position would be utilized to the fullest potential to warrant the highest level of productivity.

➤ Preliminary Steps

Once the job had been identified and the purpose noted, we went through the preliminary steps of gathering all prior information about the job to develop a better understanding of its general nature and purpose. We examined the position description sheet that was normally handed out to all applicants before the interview process began, evaluated the appraisal of objectives form given to all full-time Marketing and Communications employees each year, and consulted with the external source, O*NET. The combination of the collected information provided a general outlook of the position, showed a comparison of closely related positions, and most importantly served as a valuable starting point in defining the necessary job task statements, associated KSAOs, and job context throughout the analysis. In particular, we used the position description sheet as a baseline for several task statements and related KSAOs in which we continued to revise throughout the analysis.

➤ Evaluations

After analyzing the job and making edits to the initial task statements drawn from prior information, my supervisor and I finalized all the task statements and job context. We were then able to group the tasks into five distinct dimensions and determined the importance of each dimension, *as described as the percentage of time spent on each task/dimension*. Once the dimensions were evaluated, we made edits to the initial KSAOs noted on the position description sheet and compiled a list of others we felt were vital to the work done on the job. We then evaluated each KSAO based on the importance as it pertained to overall task performance. *We used a rating scale of 1-5 (“1” being minimal importance and “5” being extensive importance)*. My supervisor and I rated the KSAOs separately based on our own viewpoints and experiences. The average of our ratings was used in the final Job Requirements Matrix. Lastly, we discussed and concluded which KSAOs were required of new hires and which could be developed through job initiatives.

e. Job Requirements Matrix

See Page 6.

Job Requirements Matrix for Job of Marketing & Communications Writer-Editor						
Tasks				KSAOs		
	Specific Tasks	Task Dimensions	Importance (% time spent)	Nature	Importance to Tasks (1-5 ratings)	KSAO required of new hires?
1	Develop and maintain assigned bureau databases, using excel.	A. Administrative	5%	Skill in use of word processing and other typing formats, Excel and PowerPoint.	4	Y
2	Type correspondence, reports, text, and other written material from rough drafts, corrected copies, and voice recordings, using word processor.	A. Administrative		Ability to proofread work, provide critical feedback, and make revisions when needed.	4	N
3	Analyze and interpret news and information, considering reader or audience appeal.	B. Analyzing	15%	Ability to interpret and make accurate judgments regarding data.	3.5	N
4	Prepare reports of findings, illustrating data graphically and translating complex findings into written text.	B. Analyzing		Ability to use library or online Internet research techniques.	2.5	N
5	Interpret charts or tables for social or economic research.	B. Analyzing		Skill in complex problem solving.	2.5	Y
6	Monitor and evaluate industry statistics and economical trends to be used in reports and marketing materials.	B. Analyzing		Ability to apply mathematical reasoning to interpretations.	3.5	Y
7	Write drafts of speeches, press releases, and newsletters to be used in special events.	C. Communications	20%	Skill in creative and thought-provoking writing.	4.5	Y
8	Update and maintain social media and online sources for assigned bureaus.	C. Communications		Knowledge of interworkings of social media sites (i.e. Facebook, Twitter, LinkedIn).	5	Y
9	Monitor news-gathering operations to ensure utilization of all news sources, such as press releases, telephone contacts, radio, television, and other reporters.	C. Communications		Ability to be socially perceptive and adjust actions to different scenarios.	3	N
10	Plan, coordinate, and staff external events to promote various services of the department.	D. Marketing	30%	Ability to multi-task and maintain organization.	4	Y
11	Coordinate and promote internal office affairs.	D. Marketing		Ability to interact and work with developers or marketing managers, to market products and services.	4	Y
12	Develop marketing materials and messages to promote functions, events, and causes.	D. Marketing		Skill in active learning and understanding the implications of information.	4	N
13	Seek and provide information to help small businesses determine their position in the marketplace.	D. Marketing		Skills in time and resource management.	2.5	Y
14	Compile numerical and statistical data to incorporate into promotional and educational materials.	E. Research	30%	Ability to enter, access, or retrieve data from multiple sources.	3	Y
15	Devise and evaluate methods and procedures for collecting data, such as surveys, opinion polls, or questionnaires, or arrange to obtain existing data.	E. Research		Ability to work independently and find relative sources of data and statistical information.	4	N

- f. Additional Education and Qualifications
 - Must hold Bachelor's degree in marketing and/or other business-related field.
 - Additional certifications in marketing or business administration are preferred.
 - Prior experience in marketing-related field is not required, but preferred.
- g. Combined Job Description/Specification

ILLINOIS DEPARTMENT OF COMMERCE & ECONOMIC OPPORTUNITY
JOB TITLE: MARKETING & COMMUNICATIONS WRITER-EDITOR
DATE: 5/10/13

JOB SUMMARY

Works as a member of the Office of Marketing & Communications and alongside the agency's marketing Agency of Record (AOR) to plan, develop, and integrate materials and data in a way that accurately communicates the purpose and goals of the organization and the specific bureaus, and promotes the well-being of the State of Illinois

PERFORMANCE DIMENSIONS AND TASKS

Time Spent (%)

- | | | |
|--------------------------|---|------------|
| 1. Administrative | Develop, maintain, and update bureau databases and spreadsheets to be used in various marketing and research efforts. Type correspondence, reports, and other written materials, as well as answer phone calls for events and fill out registration forms for others when needed. | 5% |
| 2. Analyzing | Interpret and translate complex reports, charts, and other findings into simplified and clear messages to be communicated to the public and/or officials. Monitor and evaluate industry statistics and economic trends that correlate with marketing materials and presentations. | 15% |
| 3. Communications | Update and maintain various social media sources to showcase relevant news, events, and programs. Write drafts of speeches, press releases, and newsletters to be used in special events and annual reports. | 20% |
| 4. Marketing | Plan, attend, and work external events and functions to promote the resources and programs of the Department. Coordinate and promote internal office affairs. Develop marketing materials and messages that advertise the State of Illinois and the specific bureaus within. Collaborate with others in the Marketing office to help small business excel in the marketplace. | 30% |
| 5. Research | Locate and compile data and statistics to incorporate into marketing materials and campaigns. Devise and evaluate procedures for collecting data, such as a surveys, opinion polls, or questionnaires. | 30% |

JOB SPECIFICATIONS

- 1. Education:** Bachelor's degree in marketing and/or other business-related field
- 2. Experience:** 1 year experience in marketing-related field is preferred (not required)
- 3. Skills:** Word processing and other typing formats, Excel and PowerPoint
Complex problem solving and creative and thought-provoking writing

JOB CONTEXT: Indoors in environmentally controlled conditions, cubicle, physical proximity, desktop computers, business clothes, sitting and standing, use of electronic mail and telephone conversations, quiet and stress-free work environment, dim lighting conditions, no environmental or job hazards.

II. Recruitment Guide

Position: Writer-Editor, Marketing & Communications
Reports to: Assistant Deputy Director, Marketing & Communications
Qualifications: Bachelor's degree in marketing and/or other business-related field

Overall Recruitment Strategy:

The Department of Commerce & Economic Opportunity utilizes a combined targeted and open recruitment approach for this particular position. Whereby we make special efforts to identify and target the graduate student demographic in hopes of reaching a diverse group of applicants, as well as those who are attracted to the organization's value proposition; our organization encourages the entire pool of applicants to apply for this opening, and considers everyone who applies, regardless of their qualifications. Emphasis will be on portraying a realistic recruitment message that accurately portrays our organization, using the University of Illinois Springfield and the State website as a medium to advertise the position, and most importantly creating an environment prone to credible word of mouth.

Applicant Preference:

As this is a 2-year internship opportunity, preference is given primarily to external applicants. Current internal interns with the Department of Commerce & Economic Opportunity may, however, be eligible to assume this position if the current incumbent leaves for any particular reason.

Relevant Labor Market: Springfield and the surrounding area (60-mile radius)

Recruitment Sources (External):

Internships: This arrangement works well with the state's restrictive budget, and provides an opportunity for students currently attending school to gain work experience.
DCEO Website: The job opening is posted on the employment website to ensure a large and diverse applicant pool, as well as keep with the state protocol of posting all jobs online. Additionally, it is a cost-effective method for attracting applicants.
Placement Office: DCEO works directly with the University of Illinois Springfield college placement office to ensure a match is made between our interest and that of the applicant.

Recruitment Sources (Internal):

Placement Office: In an instance in which the current incumbent decides to leave this position for whatever reason, DCEO is able to conveniently work with the UIS placement office to ensure the position is filled with an eligible applicant they believe to be suitable.

Staff Members Involved: *Assistant Deputy Director, Marketing & Communications*

As the direct supervisor of the incumbent in this position, this staff member is expected to thoroughly know the position and qualifications being sought, and is thus best suited to aid in the recruiting process. This staff member works with the UIS placement officer and Internship director to align efforts and alleviate the recruiting efforts, as well as utilize the information this entity is able to provide.

Budget: \$100-\$500

Sample Job Advertisement: See pages 9-10

Criteria to Evaluate Recruiting Effectiveness:

DCEO will work directly with the UIS Placement office to determine the number of applicants for this particular organization each year, noting trends and changes in numbers along the way to properly evaluate recruiting efforts. Additionally, the employment website is capable of tracking data to compare the number of views on the online job postings with that of the actual number of applications sent in from this medium.

a. Sample Job Advertisement



Illinois **Department of Commerce** & Economic Opportunity

Pat Quinn, Governor

Job Title: Writer-Editor

Agency: Illinois Department of Commerce & Economic Opportunity

Bureau/Division: Office of Marketing & Communications

Location: Springfield, IL

Shift: Day – Normal Business Hours

Company Overview:

The Illinois Department of Commerce & Economic Opportunity offers a culture designed to bring out the best in our professionals by encouraging development, providing numerous opportunities for growth and promotion, and seeking out a diverse and talented labor force. We have an uncanny focus on teamwork, professionalism, and the customer perspective, and value the many relationships that help our organization to succeed. The Office of Marketing & Communications specifically offers an integrated suite of marketing and communications services to agencies of state government and the public. We provide media relations, public education, and news services to advance our mission of transparent, effective, and accurate government communications.

Mission: To raise Illinois' profile as a global business destination and nexus of innovation; and to provide a foundation for the economic prosperity of all Illinoisans, through coordination of business recruitment and retention, provision of essential capital to small businesses, investment in infrastructure and job training for a 21st century economy, and administration of state and federal grant programs.

Values: Illinois Department of Commerce & Economic Opportunity is committed to a set of core values that serve to create a meaningful and engaging culture:

- **Character:** Maintenance of high ethical standards and integrity.
- **Service:** Excellence in formulation and implementation of management policy and practices.
- **Accountability:** Responsibility for meeting the highest performance standards.
- **Diversity:** Dedication to respectful and engaging professional development opportunities.

Job Summary:

Plans, develops, and integrates materials and data in a way that accurately communicates the purpose and goals of the organization and the specific bureaus, and promotes the well-being of the state of Illinois.

Description of Duties/Essential Functions:

Under the general direction of the agency's marketing Agency of Record (AOR):

- Writes drafts of speeches, press releases, and newsletters for agency officials, oftentimes with short notice. The official may or may not use it for the event or occasion.
- After given administrative rights, updates and maintains social media pages (i.e. Facebook, Twitter) and state of Illinois online sources for assigned bureaus. Basis may vary – can be daily, monthly, etc.
- Using various resources, oftentimes not provided, integrates extensive research to create a variety of correspondence, reports, and summaries, many of which are confidential and complex in nature.

- Using Excel, develops and maintains extensive bureau databases of various contacts for the Public Information Officers at DCEO.
- Coordinates and participates in special Director's Office projects, including internal and external events, such as expos, symposiums, and fairs. May involve travel and other accommodations depending on the occasion.
- Monitors and evaluates industry statistics and economic trends using state-provided software and data programs.
- Provides marketing assistance to management staff and heads of agencies upon request.
- Answers phones, sends out emails, transcribes meeting notes, and carries out other administrative duties when needed.

Education and Qualifications:

- College degree or certificate in marketing or business administration or related field is required. Equivalent experience may be considered.
- Skills in Word, Excel, and PowerPoint are required.
- Knowledge of interworking of social media sites (i.e. Facebook, Twitter) is required.
- Ability to proofread work, provide critical feedback, and make revisions when needed.
- Proven writing skills.
- Ability to work independently to enter, access, or retrieve data from multiple sources, including library or online.
- Must be socially perceptive and open to direction.
- Must be able to communicate and interact with web developers, marketing managers, or agency heads to market products and services.
- Must possess efficient time and resource management skills.

Equal Employment Opportunity:

The Illinois Department of Commerce & Economic Opportunity is an equal opportunity employer with all state and federal nondiscrimination laws in the administration of its programs and hiring. We take important measures to insure our organization has a formal, companywide diversity strategy that guides our actions. Additionally, we actively recruit, promote, and integrate a diverse and well-qualified labor force, and have several programs in place to supplement our efforts and continue to develop a work environment that is welcoming for all.

How to Apply:

To be considered, all applications and resumes need to be submitted as an E-MAIL ATTACHMENT (Word Format) to Scott Henkel, Assistant Deputy Director of Marketing & Communications by end of day, Friday, March 8th: Scott.Henkel@Illinois.gov

III. Selection Plan

Job Title: Marketing & Communications Writer-Editor							
Organization: Department of Commerce & Economic Opportunity							
	Major KSAO Category	Necessary for Selection? (Y/N)	Methods of Assessment				
			Résumé/ Curriculum Vita	Written Personal Essay	Structured Face-to-Face Interview	Structured Phone Reference Checks	Computer Skills Demonstration
1	Knowledge of interworkings of social media sites (i.e. Facebook, Twitter, LinkedIn).	Y	X		X	X	
2	Skill in creative and thought-provoking writing.	Y	X	X	X	X	
3	Skill in use of word processing and other typing formats, Excel and PowerPoint.	Y	X				X
4	Ability to proofread work, provide critical feedback, and make revisions when needed.	N					
5	Ability to multi-task and maintain organization.	Y	X		X	X	
6	Ability to interact and work with developers or marketing managers, to market products and services.	Y			X	X	
7	Skill in active learning and understanding the implications of information.	N					
8	Ability to work independently and find relative sources of data and statistical information.	N					
9	Ability to interpret and make accurate judgments regarding data.	N					
10	Ability to apply mathematical reasoning to interpretations.	Y			X		
11	Ability to be socially perceptive and adjust actions to different scenarios.	N					
12	Ability to enter, access, or retrieve data from multiple sources.	Y			X		X
13	Ability to use library or online Internet research techniques.	N					
14	Skill in complex problem solving.	Y	X		X		
15	Skills in time and resource management.	Y			X	X	
16	Ability to maintain high ethical standards and integrity.	Y		X	X	X	
17	Ability to remain accountable for all actions in the workplace.	Y			X	X	
18	Ability to excel in a diverse environment.	Y		X	X		
19	Knowledge of company policy and procedures.	N					

a. Summary

The Department of Commerce & Economic Opportunity considers the importance of production and performance value that can be obtained by making good hires, and thus utilizes a selection plan consisting of five different assessment methods, each serving to evaluate a set of KSAOs considered highly relevant to the position at hand. The selection strategy is structured in a way that the various assessments are able to complement one another by working to not only evaluate unique KSAOs, but additionally reaffirm information throughout the selection process to ensure a factual, reliable, and accurate assessment. Each method will be carefully considered and evaluated to create a larger and well-rounded picture of the candidate. Careful job analysis has not only allowed us to better align these selection tools with the job, but also ensure our organization is selecting candidates who will succeed as a member of our superior workforce.

b. Assessment Methods

i. Résumé/Cover Letter

- *General Description:* To be eligible in the screening process for this position, the applicant is required to submit his or her résumé, alongside a typed cover letter as a form of introduction to the organization, as well as a way to highlight previous work and education experience, qualifications, and additional background information. The applicant has the option to either submit these materials online through the job postings, or mail them to the Illinois Department of Commerce & Economic Opportunity HR Office.
- *Justification for Method:* Both the résumé and cover letter serve as the first introduction of the applicant to the organization. Specifically, the cover letter closely correlates with an introductory analysis of the applicant's writing style and skills, the main proponents of the position itself. It also helps to give insight into the potential fit between the applicant's skills and interests and the needs of the organization. The résumé is an important assessment tool as it outlines the applicant's level of education, training and experience requirements, licensing, certifications and job knowledge, and background information. By delving into the applicant's information laid out on these sources, we can make general inferences as to if the applicant a) is qualified for the job in the first place (i.e. good writing and marketing skills and experience) b) embodies the important skills and characteristics needed to carry out the job tasks or will need ample training (i.e. skills in Excel and PowerPoint) and c) is a good fit for the organization (i.e. can multi-task and keep up with the workflow).
- *Administering and Scoring:* The Assistant Deputy Director of Marketing & Communications and the UIS Placement Office Director to score.

ii. Written Personal Essay

- *General Description:* As part of the application process, the applicant is also required to submit a written 1-2 page, double-spaced personal goal statement along with the résumé/cover letter. This statement provides the applicant with the

opportunity to tell us, in his or her own words, the reason for the pursuit of this particular position and why he or she is suitable for the job.

- *Justification for Method:* This method is important in the assessment process as it serves as a channel to get to know the applicant on a more personal level- the person behind the GPA, degrees, and previous work history, as is already evident on the résumé. It not only serves as an important determinant in the level of writing skills he or she embodies in relation to the standard that is set for this position, but perhaps more importantly gives the applicant the opportunity to showcase originality and deeper insight and meaning into his or her own personal experiences that could not have been expressed in great detail on the résumé. Additionally, we can assess more closely the qualities, characteristics, and values the applicant has demonstrated in past experiences, as well as how he or she has fared in different atmospheres and workplaces. Ultimately, we can get a better idea of how that might translate in this particular organization, more specifically the person/organization fit.
- *Administering and Scoring:* The Assistant Deputy Director of Marketing & Communications and the UIS Placement Office Director to score.

iii. Structured Face-to-Face Interview

- *General Description:* The next step of the selection process involves a structured face-to-face interview, in which the applicant is asked to come into the organization and interview with the Deputy Director of Marketing and Communications for the Department of Commerce & Economic Opportunity. The interview will last 30 minutes and the same preset questions will be asked of each candidate. They will revolve around previous work and education experience, background information, future goals, and will ultimately assess the most basic *KSAOS*.
- *Justification for Method:* Given the other methods assessed so far, we now have a well-rounded view of the candidate. The structured face-to-face interview will help us to determine the applicant's intelligence, understanding, and suitability. Apart from what we have already seen on paper, this method will be important in evaluating how the applicant reacts under pressure and exudes his or herself to others in times of importance – qualities that cannot be evaluated using any other method. The interview is essentially another step in determining the person/organization fit as you can feed off the candidate's actions and answers to determine his or her level of interest. Additionally, the applicant's most basic *KSAOs* can also be discussed and evaluated from this process, particularly from scenario-related questions in which the applicant has the opportunity to showcase particular skills, abilities, or knowledge that may be deemed relevant to the current position.
- *Administering and Scoring:* The Assistant Deputy Director of Marketing & Communications and one other DCEO marketing staff member to administer and score. (If more than one interviewer, he or she will also help to score).

iv. Structured Phone Reference Checks

- *General Description:* Phone reference checks are used to verify the applicant's background information that is outlined on the résumé and written personal essay, as well as noted in the structured interview. Reference checks are only conducted for the finalists from the interview process. The contacts include the references the applicant has provided, including (but not limited to) personal references and the immediate supervisor of a previous position. General questions will be asked of all candidates applying for the same position, including verification of work history and type of work performed; however, specific questions will also be included to help clarify and confirm the applicant's skills, abilities, knowledge, and other characteristics while performing in the workplace.
- *Justification for Method:* The use of the structured phone reference checks is intended to increase the validity of the information that has been given in the process thus far. Up to this point, all of it has been primarily controlled by the applicant in regard to the amount, type, and accuracy. This step seeks to further clarify the consistency and accuracy of the information already provided. In addition, we are able to make sure we are getting the right talent in our workforce by speaking with credible contacts that are able to communicate and attest to the applicant's qualifications and professional attributes, as well as reaffirm his or her skill, ability, and knowledge levels in relation to important job-related tasks, such as computer skills and ability to interact with others. Ultimately, this method allows us to get a better handle on the job candidate as the control is now in our hands and we can tailor the questions to each candidate in order to seek clarification of the exact information we are interested in. Additionally, we receive another perspective to the job candidate that might not have been previously expressed in the other methods utilized up to this point.
- *Administering and Scoring:* The Assistant Deputy Director of Marketing & Communications to administer and score.

v. Computer Skills Demonstration

- *General Description:* In the last step of the selection process, the candidate is asked to test his or her computer skills. The applicant will be provided access to a computer and will take three 10-minute tests, in which he or she will be tested on the following:
 - Typing: Words per minute
 - Skills in Microsoft Word, Excel, and PowerPoint
 - Ability to enter data in given fields

The applicant will be evaluated by the selection panel based on his or her resulting scores, as compared to the set performance standards by the organization.

- *Justification for Method:* This method is vital in strictly evaluating the applicant's skills set. Up to this point, we have seen and heard about the skills sets in other methods, but still cannot be sure if they can be deemed credible without actually testing the applicant on those particular skills. As the job embodies a computer-intensive experience, it is important to determine if the applicant will be able to

perform the tasks that are expected, as well as evaluate how much training might need to be provided. These tests will serve as good indicators of how the applicant might fare when given certain tasks, such as entering database information or working on presentations for the staff. A low score will not automatically take the applicant out of the running, but will simply be considered with all other methods of assessment. This method will, however, be given greater weight as the bulk of the tasks rely on and involve the use and knowledge of a computer and associated software/programs.

- *Administering and Scoring:* The DCEO Administrative Assistant to administer the tests, and the Assistant Deputy Director of Marketing & Communications to score.

IV. Interview

a. Structured Interview Guide

i. Instructions for Interviewer(s)

1. Introduce yourself and any other interviewers to the candidate
2. Thank the candidate for taking the time to interview with DCEO
3. Explain that the interview will last approximately 30 minutes
4. Provide an overview of how the interview will unfold:
 - a. Explain why any other interviewers have been asked to join the session and how the interviewer(s) will be contributing (i.e. asking questions, sitting and observing, scoring interview, etc.)
 - b. Explain to the candidate that he or she will be asked a series of 15 preset and structured questions, including 9 general questions and 6 situational/behavioral questions. Reiterate that all candidates are asked the same questions.
 - c. Note that the candidate will be expected to provide a response after each question and that you and the other interviewer(s), if present, will be jotting down notes throughout each response that is given.
 - d. Convey that the candidate will have a chance to ask questions at the end of the interview and reiterate that the interviewer(s) will do their best to answer.
 - e. At the start of questioning, provide realistic and accurate information about the Department of Commerce & Economic Opportunity, and more specifically the Marketing & Communications Office, and explain the purpose of this position.
5. After the interview is finished, thank the candidate again for coming in to interview and notify him or her to expect a response from DCEO in a given period of time, regardless of the outcome.

****NOTE: Be courteous and respectful to all candidates, regardless of how the interview goes, as you are representing DCEO.*

ii. Structured Interview Questions

See page 16-21



Structured Interview Questions and Evaluation Form

General Interview Questions

Please circle one as it corresponds to performance in interview:

1. Please tell me about yourself. (1) Poor (3) Average (5) Excellent

NOTES: _____

2. Why did you apply to this position, and what do you find attractive about DCEO? (1) Poor (3) Average (5) Excellent

NOTES: _____

3. What did you learn in school that you could use on the job? (1) Poor (3) Average (5) Excellent

NOTES: _____

SCORE: _____ x .3 = _____

*****RATING SCALE:**

- (1) Responses were not well-thought out or organized; few examples were provided to demonstrate knowledge in subject area.
- (3) Responses were adequate and relevant; examples were provided to demonstrate fair amount of knowledge in subject area.
- (5) Responses were detailed, organized, and thought-out; several examples were provided to demonstrate ample amount of knowledge in subject area.

General Interview Questions

Please circle one as it corresponds to performance in interview:

4. Can you recall a brand or advertisement that you think is an example of effective marketing?

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

5. Describe two of your greatest strengths.

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

6. Describe two of your weaknesses.

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

SCORE: _____ x .3 = _____

*****RATING SCALE:**

(1) Responses were not well-thought out or organized; few examples were provided to demonstrate knowledge in subject area.

(3) Responses were adequate and relevant; examples were provided to demonstrate fair amount of knowledge in subject area.

(5) Responses were detailed, organized, and thought-out; several examples were provided to demonstrate ample amount of knowledge in subject area.

General Interview Questions

Please circle one as it corresponds to performance in interview:

7. What career rewards are most important to you?

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

8. What would you like to be doing five years from now?

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

9. Why do you think we should choose you, out of all others, for this position?

(1) Poor

(3) Average

(5) Excellent

NOTES: _____

SCORE: _____ **x .3 =** _____

*****RATING SCALE:**

(1) Responses were not well-thought out or organized; few examples were provided to demonstrate knowledge in subject area.

(3) Responses were adequate and relevant; examples were provided to demonstrate fair amount of knowledge in subject area.

(5) Responses were detailed, organized, and thought-out; several examples were provided to demonstrate ample amount of knowledge in subject area.

Situational/Behavioral Interview Questions

Please circle Benchmark Response Corresponding to (1) Poor, (3) Average and (5) Excellent Performance:

10. *Situational:* The Marketing Director has never set up social media sites to promote the Department and asks you to provide a demonstration of this process, given the proper information, to several employees in the office. What would you do if you were in this situation?

NOTES: _____

(1) Explains the various functions of own personal and Facebook and Twitter pages.
(3) Provides details about the functions of Facebook and Twitter business pages, but also demonstrates how to set up these pages for business use.
(5) Describes how to set up a Facebook and Twitter Business page, explains the business uses, and demonstrates how to update, post, and sync the two sites together for maximum advertising impact.

11. *Behavioral:* Describe a situation where you had to set up, demonstrate, or use social media sites for business or organization-related purposes. Tell me how you handled the process and how it proved beneficial.

NOTES: _____

(1) Has only ever created a Facebook and Twitter page for personal use.
(3) Is familiar with Facebook and Twitter business pages after seeing another person create and use them, and should be able to set one up and maintain it based on these observations.
(5) Has set up a Facebook and Twitter business page for another person, made regular posts and monitored to evaluate effectiveness. Provides example of results from using social media.

SCORE: _____ x .5 = _____

*****RATING SCALE:**

Responses should assess the knowledge of interworking of social media sites.

DEFINITION: Knowledge of set up, use and navigation of social media sites for business purposes, including Facebook and Twitter. Ability to demonstrate functions and attributes of sites to others and actively maintain pages.

Situational/Behavioral Interview Questions

Please circle Benchmark Response Corresponding to (1) Poor, (3) Average and (5) Excellent Performance:

12. *Situational:* Imagine that your supervisor has given you two tasks to complete (amongst dealing with other non-pressing tasks). The first task involves creating a PowerPoint presentation for the Director to be presented at the Annual International Trade Expedition. The second task involves editing a memo for your co-worker reiterating proper timesheet procedures. Both have the same deadline of one week. What would you do if you were in this situation?

NOTES: _____

- (1) Continues working on the non-pressing tasks in hopes of addressing and carrying out both the memo and PowerPoint tasks later in the week.
- (3) Puts other non-pressing tasks aside and immediately starts working on editing the memo, assuming the task will not take long to complete, then moving to the PowerPoint.
- (5) Puts other non-pressing tasks aside and prioritizes work flow based on amount of time to complete and importance. Upon evaluation, works on the PowerPoint and moves to The memo if either waiting for further instructions on the PowerPoint or after completion. (May delegate if needed).

13. *Behavioral:* Give an example of an instance in which you had to plan, organize, and prioritize several tasks or responsibilities at one given time and describe how the projects turned out.

NOTES: _____

- (1) Cannot recall an instance of juggling multiple tasks or projects at once.
- (3) Provides an example of handling and prioritizing several responsibilities at once and finishing all on time, but indicates the final work was affected by the various constraints placed upon them.
- (5) Provides at least one example of handling and prioritizing multiple tasks at once and finishing all on time and states the work met or exceeded the high standards placed upon them.

SCORE: _____ x .5 = _____

*****RATING SCALE:**

Responses should assess the ability to multi-task, prioritize, and maintain organization.

DEFINITION: Ability to properly balance and execute two or more projects concurrently while still meeting work standards and deadlines. Ability to prioritize tasks based on level of importance and amount of time need for completion, while maintain an organized and structured workflow.

Situational/Behavioral Interview Questions

14. *Situational:* You have been asked to work with two other co-workers to plan and coordinate an upcoming marketing event promoting the resources our Department offers. The other two co-workers do not get along and cannot agree on the event location. What would you do if you were in this situation?

NOTES: _____

15. *Behavioral:* Provide an example of when you worked in a team to achieve a set goal. Explain how you worked with other team members and if the goal was met or not.

NOTES: _____

Please circle Benchmark Response Corresponding to (1) Poor, (3) Average and (5) Excellent Performance:

- (1) Avoids the conflict all together and without conferring with the other two co-worker, picks the location and sends it on to the Director.
- (3) Tries to address the disagreements, but gives up after seeing little progress and proposes throwing all suggestions in a hat to pick the best one. The location is picked this way and sent on to the Director.
- (5) Intervenes early with the two co-workers, explains why each member is valuable to the team, and focuses them on the shared goal and potential rewards for succeeding. expresses concerns with upper management if the situation cannot be resolved after much effort is exuded.

- (1) Explains preference in working by themselves rather than in teams and offers no examples.
- (3) States they like to work in teams and provides an example of working on a successful team, but further notes they probably could have contributed more as a leader.
- (5) Explains they like to work both individually and in teams, given the circumstances. Gives at least one example of working on a successful team that met their goals, and Exemplified specific instances of leadership on this team.

SCORE: _____ x .5 = _____

*****RATING SCALE:**

Responses should assess the ability to interact and work with others.

DEFINITION: Ability to cooperate, communicate, and collaborate with others to effectively implement and carry out common goals. Works in teams, resolves conflict, and influences others

iii. Interview Scoring

The interviewing scoring process within itself is primarily based on a rational weighting approach, in which each *type* of question receives a differential rather than equal weighting. The managers and Subject Matter Experts (SMEs) have pre-established the weights for each *type* of question according to the degree to which each is believed to predict job success.

➤ *One Interviewer:*

- All General Interview Questions (9) are given a weight of “.3”
- All Situational/Behavioral Questions (6) are given a weight of “.5”

(The answers to these questions are considered highly relevant in deducing the skills and knowledge required for the job; thus they are prioritized with a higher weight due to their ability to more accurately predict overall job success.)

1. General Interview Questions: Each response that was circled (1, 3, or 5) is added up to arrive at the subtotal amount, which can be recorded on the bottom of each interview page in the space provided. Multiply this amount by the given weight (.3) to arrive at the total amount.
 - TOTAL OF 45 POINTS POSSIBLE
2. Situational/Behavioral Questions: Each response that was circled (1, 3, or 5) is added up to arrive at the subtotal amount, which can be recorded on the bottom of each interview page in the space provided. Multiply this amount by the given weight (.5) to arrive at the total amount.
 - TOTAL OF 60 POINTS POSSIBLE
3. Add up the total scores of both the General Interview Questions and Situational/Behavioral Interview Questions (after factoring in weight) that were recorded on the bottom of each interview page to arrive at the final score.

➤ *Two or more Interviewers (Consensus Rating):*

1. Each individual interviewer will follow the above steps exactly.
2. After the total amount has been derived, all interviewers will add their scores together and divide this amount by the total number of interviewers to arrive at the final score.

V. Decision-Making

The final selection decision is primarily based on a combined model, whereby the process starts with the multiple hurdles model and ends with the compensatory model.

a. Multiple Hurdles Model

In the multiple hurdles model, the applicant must earn a passing score on each predictor before advancing in the selection process. This approach will only be utilized for the following predictors: résumé/cover letter and written personal essay. Thereafter, the compensatory model will be the basis of evaluation. As the Department of Commerce & Economic Opportunity utilizes open recruitment within its targeted group, a large number of applications is to be expected. Therefore, by starting with the multiple hurdles model, we are able to reduce the cost of selecting applicants and make the decision-making process more

tractable in the final selection stage. This works well with the limited funding and resources available to the organization.

➤ **Minimum Competency Cut Scores**

Within the multiple hurdles approach, the passing score is set using the minimum competency method to determine the cut scores. Using this method, the cut score is set on the basis of the minimum qualifications deemed necessary to perform the job. A score of 80 was determined to be the minimum competency level necessary, based on the job analysis performed by the Subject Matter Experts (SME's). Thus, all applicants who score below 80 on either of the predictors mentioned above are deemed unqualified and rejected. All applicants who score above 80 are considered minimally qualified and will move on in the selection process.

b. **Compensatory Model**

The compensatory model will be utilized for the following predictors: structured face-to-face interview, structured phone reference checks, and computer skills demonstration. The applicants who have been deemed minimally qualified thus far will be evaluated using this model, whereby the scores on one predictor are simply added to scores on another predictor to yield a total score amongst all the assessment methods.

➤ **Rational Weighting**

In this step of the selection process, rational weighting will be utilized, in which each predictor receives a differential rather than equal weighting. The managers and Subject Matter Experts (SMEs) have pre-established the weights for each predictor according to the degree to which each is believed to predict job success. (See below)

Predictors	Weights
Structured Face-To-Face Interview	.5
Structured Phone Reference Checks	.3
Computer Skills Demonstration	.4

The weights are then multiplied by each raw score given to the predictors to yield a total score, which is used in the ultimate selection decision process.

c. **Ranking**

The final selection decision will be based off a ranking system, in which the finalists are ordered from the most desirable to the least desirable based on the results of the final assessments taken from the compensatory model listed above. A job offer will be extended to the person on the basis of their rank ordering, with the person ranked 1 receiving the first offer. Should that person turn down the job offer or withdraw from the selection process, the person ranked 2 will receive the offer, and so on.