



COUNTY OF NEVADA
DEPARTMENT OF HUMAN RESOURCES

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NEVADA COUNTY BOARD OF SUPERVISORS
Board Agenda Memo

MEETING DATE: July 27, 2021

TO: Board of Supervisors

FROM: Steve Rose, Director of Human Resources

SUBJECT: Resolution Authorizing Agreement Between the County Of Nevada and Development Dimensions International (DDI) For Receipt of TargetedSelection® System Training and TargetedSelection® Program Manager Training, And Use Of Master License And Software License For The Period August 1, 2021 To July 31, 2024 At a Three-Year Cost of \$104,768

RECOMMENDATION: Approve the resolution.

FUNDING: This item is within the Human Resources' FY 21-22 budget. No budget amendment is required and there is no additional impact on the General Fund.

BACKGROUND: For the past two years the Human Resources Department has been responding to hiring managers' stated interest in having more control over the hiring process and choice of candidates. In general, hiring managers want to interview and hire candidates who meet the needs of the vacancy-that *fit* the job better. Human Resources has responded to this need by revising our recruitment practices to provide greater influence by hiring managers in the screening of the applicants, in the choice of whom to interview, and in the use by the managers in several new tools to help draw out the best-fitting candidate. We've also implemented a new reduced time-to-hire process which distills the number of steps in the process, emphasizes the use of fit and competency questions to draw out the best candidate, and enabled managers to fill the position in half the normal amount of time (in 60 days rather than 120 days.) The use of position fit, cultural fit, and competency questions introduced in the reduced time to hire process intentionally prepares managers for our next step in our process of improving hiring managers' outcomes with the recruitment process.

Development Dimensions International's (DDI's) Targeted Selection[®], a behavioral interviewing system for hiring candidates, was discussed in the budget development process for the Human Resources Department including estimated expenses for FY 21/22 and future years. The next step in the process is the purchase of the system. DDI invented the first behavior-based interviewing system fifty years ago and remains a leading purveyor of behavioral based recruiting systems. Behavioral interviewing is a structured interviewing approach built on research that past behavior predicts future behavior. In a behavioral interview, the candidate provides concrete examples about how they used specific behaviors or skills on the job. The candidate's answers help the interviewer get an accurate picture of not only what the candidate can do, but *how* they do it. In addition, behavioral interviews are designed to create a consistent experience for all candidates. In this way, all candidates can be fairly evaluated based on the same set of criteria. They also have the opportunity to answer the same questions. The system reinforces hiring decisions which are free from unintentional bias.

The item before you today is a recommendation to enter into a three-year contract for use of the Targeted Selection[®] system. The three-year period is August 1, 2021 to July 31, 2024. We feel this system will respond to hiring managers needs to hire candidates who *fit* by using new interviewing skills, success profiles which target the whole candidate, and which support our commitment to supporting bias-free recruiting. The cost for year one (FY 21-22) is \$41,656; for each of years two and three (FY 22-23 and 23-24) is \$31,556. This three-year total amount is \$104,768. For this cost, the County receives a three-year Master License, three-year software license, dedicated training for HR staff who become equipped to train hiring managers on the system; access to behavioral interview and competency libraries; and use of a rich resource library of templates and guides.

Thank you for your consideration of this request.

Item Initiated and Approved By: Steve Rose, Director of Human Resources