



Entry Form 2018 Annual Awards for Program Excellence

Entry Deadline: Friday, June 15, 2018, Midnight ET

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

Category:

Subcategory:

Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.

HFA:

HFA Staff Contact:

Phone:

Email:

Visual Aids:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? Yes No

Payment:

My HFA is mailing a check to NCSHA.
My HFA is emailing the credit card authorization form to awards@ncsha.org.

**ARIZONA DEPARTMENT OF HOUSING
WINNING THROUGH BETTER HIRING AND COACHING
MANAGEMENT INNOVATION CATEGORY: HUMAN RESOURCES**

The Arizona Department of Housing (ADOH or the Department) has long been concerned about hiring and retaining the most qualified candidates for its job positions. As a state agency, we have often felt that our hands were tied with respect to recruiting. As an agency of the State, we must comply with laws and rules that apply to the hiring of public employees and have not had access to many of the tools that private industry uses in its hiring practices, such as the services of executive recruiters, psychological profiling, and background checks.

Within the past year, however, the Arizona Department of Administration (ADOA), which administers the State's Human Resources functions at the highest level, entered into a contract for an employee assessment tool, The Predictive Index (PI). Now all agencies of State government in Arizona are able to utilize this resource completely free of cost, giving us for the first time the ability to use psychological profiling as a tool in hiring. The use of this resource is completely voluntary, but the Department quickly jumped on the bandwagon in order to utilize this tool, which it is now using for hiring, and is also deploying as a coaching tool, to inspire our existing employees and teams to greatness.

The Predictive Index measures an individual's drive for dominance, formality, patience and extroversion. It is a scientifically proven system that can predict how a person will behave in the workplace. The assessment takes no more than 10 minutes to complete and gives the Department immediate access to the results.

How the PI process works for Hiring

In order to use the PI assessment for hiring purposes, the Department sets up a model profile for the position to be hired, by having three individuals who are most familiar with the job duties complete an assessment indicating the most highly desired traits that they expect for the most successful candidate for a position to hold. Typically, those who will complete this assessment are the hiring manager, their supervisor, and someone who may already be highly successful in the position or someone in a position working closely with the position to be hired who understands what it takes to be successful in the position.

Once the three individuals have weighed in on the model profile, they will meet with a PI analyst to review the three assessments to iron out any differences and to agree upon the profile of the most highly desired candidate.

The hiring supervisor may concurrently be reviewing the resumes of job candidates and selects the individuals they wish to interview. When an interview is scheduled, the candidate is asked to complete a short on-line PI assessment prior to the interview. This assessment is then reviewed in light of the model profile to determine how well the candidate matches up with the position.

Where candidates may not match up directly with the ideal behaviors, there may be mitigating factors in their assessments that are helpful in understanding their chances for success in the

position, and the Department works with an analyst to determine if those factors exist. The PI can generate questions that may be addressed in an interview, where assessment results are less than ideal, so that the hiring supervisor can hear directly from the job candidate how they would handle situations where their innate tendencies may not match up. In the end, the assessment gives the hiring supervisor the best chance at understanding whether or not a particular candidate is likely to be successful and can take the assessment into consideration in their final hiring decisions.

How the PI works for Coaching and Team Analytics

The Department is currently embarking on an effort to have model profiles created for every existing position in the Department, as well as having every employee take the PI. Supervisors will then be able to review the two profiles together and utilize coaching techniques to obtain the best output from their existing employees. It provides the extra benefit of alerting supervisors concerning an employee's innate personality and areas where they may be likely to struggle or miss the mark.

All employees of the agency have participated in a presentation and training on the PI, so that they understand how to read the basic charts and have a basic understanding of what the four profile drives indicate.

PI profiles for all employees are being made visible so that co-workers understand the underlying personalities of their teammates. Team Analytics are also being made available, so that teams can learn to utilize each team members strengths to achieve the best results by drawing on each members' strengths.

Here is a link to a very short video that tells how PI Works:

<https://www.predictiveindex.com/pi-how-it-works-referral>

While our agency has been fortunate to be able to access this service at no cost, now that we have familiarized ourselves with its benefits, we would be willing to pay for it (don't tell ADOA!)

We believe this nomination meets all of the judging criteria:

- ✓ Innovative
- ✓ Replicable
- ✓ Responds to a management challenge or opportunity
- ✓ Achieves measurable improvements in agency operations
- ✓ Provides benefits that outweigh costs
- ✓ Demonstrates effective use of resources
- ✓ Achieves strategic objectives

Sample Predictive Index Chart

