

## Recruitment

Once the recruiter becomes aware that a position is available they obtain information pertaining to the individual vacating the position: Civil Service title, position level and position number.

The position can not be posted in a higher title or level with out internal executive management's approval.

The recruiter obtains the job description of the person vacating the position and any amendments to the position. The Department of Personnel's Job Specifications and qualifications are reviewed and incorporated in the job posting.

The job vacancy posting is posted internally to all locations, with various units in the Department of Personnel and with minority organizations for a mandated 15 business days.

If a position is advertised in one major publication it must also appear in four minority papers.

Resumes are forwarded to the recruiter who analyses them, enters them into a database and files the resume in a resume bank. Through analysis, if the resume meets the minimum requirements, it is copied and forwarded to the hiring manager.

Statistics on interviews are obtained and monitored.

Then a selection is made and the interview forms, reference check forms and resumes of all who were interviewed are sent to Personnel for processing.

## Promotional Issues

Under the NYC Hiring Freeze Guidelines a person may not receive more than 12% of their current salary or more than minimum of the new title.

## SELECTION INTERVIEWING

In selection interviewing you are trying to find the person or candidate who's qualifications best match the job description and job description, not the person with the most qualifications.

To select the candidate who's qualifications are the best match you must be able to satisfy three qualifications:

- o Can the person do the job?
- o is the person motivated enough to do the job?
- o Will the person fit in the organizational climate or culture?

These are the broad questions on which you will make your selection. To answer these questions you will evaluate responses to a series of questions you gain from the candidate during the interview.

### Determining a Candidate's Qualifications

To determine a candidate's qualifications, you will consider the following:

- o the candidate's civil service test score and ranking
- o the completed application
- o the candidate's resume
- o The candidate's responses to your questions
- o an evaluation form in which you record the candidate's responses during the interview.

Unfortunately, this is not always the way the City conducts the hiring process. (More about this a little later.)

### Civil Service Test and Ranking

The process here is rather well-known, and usually proceeds in the following order:

1. The test is given.
2. Test takers are given the opportunity to challenge questions from the exam.
3. Test scores are tabulated, ranked and published.
4. Varying agencies interview candidates and make their selections.

## Interview Preparation

Interview preparation includes:

- o Reviewing the application and or resume first
- o Interview room reserved
- o Cleared schedule for interview
- o Phone is relayed to another line
- o Sufficient time is reserved for the interview
- o Have a prepared list of questions and evaluation sheet

## Interview Structure

The interview should be structured in approximately the following order:

1. Greeting and rapport building  
(You may ask unrelated questions about the weather or your directions to the candidate even if they are not job related.)
2. Gain control and agreement
3. Ask questions from prepared list
4. Probe for important information
5. Listen Actively
6. Respond to candidate's questions
7. Review and clarify
8. Advise candidate of notification process
9. Record and evaluate candidate immediately after conclusion of interview.

Candidates are anxious to learn about their interview successes or failures. It is very rude not to tell a candidate if he or she will not be given further consideration.

## Close-ended Questions

Close-ended questions require the candidate to respond with a simple yes or no. These questions usually begin with: Do you...? Are you...? Did you...? Have you ...? While close-ended questions are favored, they are an effective follow-up to the open-ended questions for more precise information. Other advantages and some disadvantages of close-ended questions include:

- o The interviewer exercises or regains control of the interview with these types of questions.
- o Offers little opportunity for the candidate to offer information.
- o There is little interviewer skill required to ask close-ended questions.
- o It provides an economical use of time. Far more close-ended questions can be asked than open-ended ones.

## Behaviorally-Oriented Questions

Behaviorally-oriented questions are more like open-ended questions, and are very effective. These questions require the candidate to respond based upon personal or professional experience. Technically they are requests rather than questions. Here is a comparison of an open-ended question and a behaviorally-oriented one:

"What strengths would you bring to this position?"

(That was open-ended. Now here is a behaviorally-oriented question.)

"Tell me about your strengths and give me an example how you applied them in your last position."

## Bona Fide Occupational Qualification (BFOQ) Questions

BFOQ's are questions which relate directly to the candidate's fitness for employment, and are a result of the flurry of fair employment practices legislation which have also been aimed at unfair hiring practices. For example, it would be considered discriminatory to refuse to hire someone because you think they are too old. Therefore, it would be considered discriminatory to ask the candidate his age, or when she graduated from college. Such questions would be interpreted by the courts as discriminatory because of age. You could however, insist on proof of age for a person who looked very young and was being considered for a position as bartender —

after you made an offer of employment. It is a bona fide occupational qualification that a person be of minimum drinking age before serving alcoholic beverages.

Let's look at another example:

Assumption:

Illegal:

Legal:

The candidate must have a car to get to work.

"Do you own a car?"

"Can you be here 9 to 5 Mon. thru Fri.?"

The assumption here is unwarranted because although the candidate may have a car, it may not function while a candidate who does not own a car may have very reliable transportation to and from work.

Here are some topics which could get an employer into trouble unless they were shown to be bona fide occupational qualifications.

- Marital Status/Children
- Lifestyle
- Birthplace of Candidate or Relatives
- National Origin/Maiden Name
- How foreign language was learned
- Aliases
- Proof of Birth or Age
- Religious Affiliation
- Citizenship
- Height and Weight
- Photograph request
- Club/fraternal/Social Affiliations
- Military Discharge
- Credit Rating
- Disability

The legality of questions vary from state to state.

attention to detail or poor education in writing skills.

- o resumes which include a lot of unnecessary data such as personal information.

### Interview Questions

This is the heart of the interview process and will receive the most detail. We will look at:

- o Open-ended questions
- o Close-ended questions
- o Behaviorally-oriented questions
- o Bona Fide Occupational Qualification (BFOQ) Questions

#### Open-ended questions:

Open-ended questions require the candidate to respond with more than a yes or no. Open-ended questions usually begin with: What, When, Where or How. Example: "What did you think of your last supervisor?" Sometimes, even though you ask an open-ended question like this one, you could get a close-ended response. Example: "Not much."

Open-ended questions have the following advantages and disadvantages:

- o Provides the candidate with the opportunity to volunteer information.
- o Gives you the opportunity to get a great deal of information.
- o Open-ended question require a high level of interviewer skill to sift the important information from the unimportant.
- o The interviewer sacrifices control of the interview.
- o Responses from open-ended questions are imprecise.