Defensible Hiring

A Human Resources Guide

Department of Human Resources

Learn… Grow… Lead… Excel

The Manager's Toolbox

Committed to Excellence

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How To Use This Guide

The methodology outlined in this guide reflects current best practices in the field of public sector recruiting and selection. The processes detailed within, are based on all applicable laws and are used and supported by the Washoe County Board of County Commissioners, the County Manager's Office, the Department of Human Resources, County departments, and collective bargaining units.

Section One of this Guide will walk you through the Defensible Hiring Process. A variety of techniques and tools will be referenced to help you successfully fill your job vacancies.

Section Two is a tool kit containing step-by-step instructions, sample documents and worksheets to help you in your hiring process. When you see the "tool" icon, you will know a useful reference is available to help you with the topic being discussed.

As always, your Department of Human Resources is here to help you throughout your recruiting and selection process and support you in all of your talent management initiatives.

SECTION ONE:
Guide to Defensible Hiring

Defensible Hiring

The Need for a Defensible Hiring Process

Finding the right person for the right job is critical to the success of any organization. The hiring process at Washoe County must do this as well as meet the test of public sector accountability and mandated requirements. The Department of Human Resources has developed procedures and this guide to assist departments in conducting a defensible hiring process that is objective, fair, consistent, job related and documented. Each manager responsible for selection decisions needs to follow a consistent procedure and make use of the same tools to minimize the potential for subjectivity and liability in the selection process.

Washoe County's hiring practices follow the Federal Uniform Guidelines on Employee Selection and state law that requires all personnel actions be based on merit and fitness, and must comply with the County's Equal Employment Opportunity Plan. Four areas of the hiring process that have the potential to subject the County to challenges and liability are: Recruitment, Testing, Interviewing and Selection. The hiring department head/appointing authority is ultimately responsible for ensuring that selection decisions follow defensible hiring practices as outlined in this guide.

As the County and its departments continue to deal with retirements, turnover and budget constraints, the recruitment and selection of employees will be a major focus for management. The Human Resources staff/consultants are committed to training managers in the process and working closely with departments to provide guidance to meet specific department and County objectives.

Benefits of Following a Defensible Hiring Process

Washoe County's hiring process is based on best practices and is designed to:

- Enable managers to conduct an objective, fair, consistent and job-specific process
- Increase our ability to hire the most qualified candidate for the position
- Reduce time spent in repeating the recruitment process if the best candidate is not selected
- Improve retention of qualified, newly hired employees
- Build employee confidence in management decisions and the selection process
- Minimize the number of complaints and challenges to the hiring process
- Reduce time spent responding to complaints and challenges
- Provide a reasonable and valid defense to challenges and complaints

Defensible Hiring

Keys to the Defensible Hiring Process

There are three critical points to be aware of as you prepare to hire:

- The continuous exercise of good judgment, discretion and critical thinking by the manager is required throughout the hiring process and is assumed as an underlying management principle.

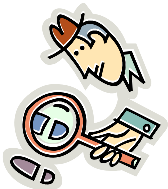
- As each department has unique facts/circumstances that must be taken into account when preparing to hire, Human Resources will partner with you to determine the best hiring process to follow for each position being filled. The unique circumstances may include, but are not limited to, the nature and level of positions, diversity within the occupational category and department, and the history and nature of challenges and complaints regarding the hiring process.

- All reliable and documented job related information must be considered in making a selection decision. This may include, but not be limited to, the current needs of the department, candidate experience and qualifications, test scores, work history including performance evaluations as appropriate, results of the interview, and the results of reference checking and background checks as applicable.

The Defensible Hiring Process is really a group of interrelated, although not necessarily sequential, processes that will enable you to select the best candidate for the job. The processes include: approval to fill the vacancy, pre-recruitment planning and analysis, recruitments and testing, creation of an eligible list of candidates (whether existing or through opening a recruitment), interviewing, and selection. The rest of this guide will walk you through these processes.

Overview of the Process to Fill a Vacancy

Once a department identifies the need to fill a vacancy, an approval process must first be completed. What follows below provides an overview of the first few steps that must be completed before a recruitment can be opened and/or the interview/hiring process can begin.



1. The hiring department's designated SAP "Form Author" creates and submits an online requisition with applicable attachments to the Budget Division for approval via workflow.
2. The Budget Analyst for your department reviews the requisition and approves or denies it, usually in approximately one week.
3. If approved by Budget, the requisition is electronically forwarded to Human Resources to begin the recruitment and selection process.
4. If the requisition is not approved, it is electronically sent back to the SAP Business Workplace Inbox of the department's "Form Author."
5. When a current list of eligible candidates exists, the number of candidates indicated on the requisition (any even number between 6 and 20) will be referred to the department electronically (usually within two working days). Only the "Interview Contact" and "Hiring Manager" indicated on the requisition will receive the list on their SAP Department Dashboards.
6. If no current list of eligible candidates exists, an HR Analyst/Specialist will contact the hiring manager and identify Subject Matter Experts (SME's) to develop a recruitment plan and initiate the recruitment process.

When an existing eligible list is being used, as in step 5 above, a recruitment is not opened. An eligible list contains the names of current County employees who have submitted applications, have been tested, and have been demonstrated they possess the knowledge, skills, and abilities (KSA's) required for success in the position. The list may also contain names of separated County employees who meet the requisite qualifications and are eligible for rehire.

More detailed information on lists is provided on pg. 11. A process flowchart of the Defensible Hiring Process can be found in Appendix A on pg. 37 of this Guide.

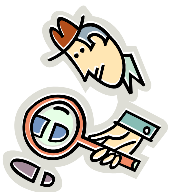
Did you know?

The Washoe County Learning Center offers training in Defensible Hiring. Please visit the WC Learning Center under **MGT-Defensible Hiring** for more information and class schedules.

Defensible Hiring

Overview of the Recruitment Process

When a requisition to fill a position vacancy is approved and no eligible list of candidates exists, a recruitment must be opened to solicit externally for viable applicants.



1. HR will contact the department's "Interview Contact" person (generally the HR representative) to develop a recruitment plan and initiate the recruitment process.

2. The hiring department (hiring manager and SME's) completes an analysis of the essential functions and physical abilities required for the position.

3. HR and the hiring department may complete a job analysis to determine the essential requirements and the knowledge, skills, abilities and qualities of the best candidate. More about job analysis can be found on page 12.

4. HR, with department input, recommends the appropriate examination, if applicable, for the position.

5. HR develops the job announcement and opens/posts the recruitment for a minimum of 10 days as required by contract.

6. HR receives On-Line Applications during the posting period, and screens applications for minimum qualifications.

7. HR notifies applicants who do not meet minimum qualifications. Per County Code, these applicants are allowed five business days to appeal this decision.

8. HR schedules, administers and scores the exam.

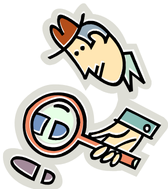
9. HR refers the noted number of eligible candidates electronically to the department dashboards of the "Interview Contact" and "Hiring Manager." HR reviews this *Guide to Defensible Hiring* with the department.

10. Hiring Department sends candidates interview notifications via email (if email address provided) or US mail.

11. Department schedules interviews.

Overview of the Interview and Selection Process

Once the requested number of eligible candidates have been referred by HR, the department is ready to schedule and conduct interviews. We will provide more detail about the interview process beginning on page 15, but here is a brief overview of this process:



1. Hiring department schedules and conducts interviews.
2. Prepare for the interview. Work with HR to develop interview questions and performance demonstrations, if applicable.
3. Select and review information to be given to candidates.
4. Select and prepare the interview panel.
5. Conduct interviews.
6. Hiring department chooses best candidate(s).
7. Hiring department conducts reference checks on top candidate(s), and may conduct a background check when applicable. Offer of employment is contingent upon the results of these checks.

4. The hiring department notifies candidates who were not selected via phone or letter which can be sent directly from the Department Dashboard (Declaration of Action tab).
5. The department "Interview Contact" or "Hiring Manager" completes and submits to HR official documentation of the interview and selection decision, the Declaration of Action (DOA), which is found on the SAP Department Dashboard tab.
6. HR reviews Declaration of Action and has the option to send the referral list back to the department if changes are required. If no changes are needed the process is closed.

Defensible Hiring

Getting Ready to Recruit and Hire

After deciding to fill a vacancy and getting approval, you will be ready to start the hiring process. Interview candidates are referred to the hiring department on an eligible list created by Human Resources. There may be times when Human Resources has a current list of eligible candidates for your vacancy. This usually occurs when the position is one that exists County-wide. At other times, HR may need to open a recruitment to generate qualified applicants for the job.

Types of Eligible Lists

All lists contain the names of applicants who have shown they have the requisite qualifications to be considered a good candidate for the job.

Promotional/Open Referral List: a list that may contain names of both current County employees seeking a promotion and candidates from outside the County. *You will be required to interview all of the responding candidates from this list.*

Re-employment List: a list of former County employees who held that classification or a similar classification, and have been laid off. *Candidates on this list are notified of the vacancy and you are required to interview all of those who respond.*

Transfer List: a list of current County employees who have requested a transfer through Human Resources.

Voluntary Demotion List: a list of current County employees who hold a higher-level position than your vacancy and have requested a demotion through Human Resources.

Reinstatement List: a list of former employees who held the same classification or a similar classification as your vacancy within the past three years and are in good standing to be rehired.

Notes: Candidates on Transfer, Voluntary Demotion, and Reinstatement Lists are not notified of your vacancy and you are under no obligation to interview candidates on these lists.

The Merit Code allows a department to request only a Re-employment, Transfer, Voluntary Demotion, or Reinstatement List to fill a vacancy in lieu of a Promotional/Open Referral List.

Did you know?

Your HR Analyst will work with you and help you understand the rights and requirements associated with each of the lists described.

Opening a Recruitment

When no eligible list exists and the decision is made to open a recruitment, an HR Analyst will work with you and/or departmental subject matter experts (SME's) to identify the best defensible hiring process for filling your vacancy. Before opening the recruitment and interviewing, you will need to be clear on the job and the criteria for success in performing that job. Your SME's and HR will also identify areas to target (advertise) the recruitment in order to establish a diverse pool of highly qualified candidates.

Analyze the job to determine the essential requirements.

Human Resources works with you and/or any designated others from your department to identify the critical functional/technical skills, specific job knowledge, and Washoe County Core Competencies required to do the job. This job analysis determines skills, attributes, and behaviors needed by the successful candidate. These competencies can be valid predictors of success and will be used for testing and conducting thorough interviews.

Identify the knowledge, skills, abilities and qualities (competencies) of the best candidate.

During the job analysis, you and HR will determine the level of proficiency or ability needed for each essential job duty, knowledge and skill area, and Core Competency. For example, you may need someone with certain work experience, specific credentials, technical proficiencies, customer service orientation, and adaptability. Determine whether you can support learning on the job or if you need someone with experience. You may also need to identify any special requirements or expectations of employees on the job. For example, ability to work overtime or night shift, be on call, ability to lift 100 lbs., or work outdoors in all types of weather.

A worksheet and help for completing a Job Analysis can be found in Section Two, pg. 25.

Test

Almost every County classification requires applicants to show evidence of their ability to do the job (pursuant to Merit Code-demonstrate merit and fitness); therefore, all candidates are tested through a competitive process. In most cases, the list of candidates you receive will be compiled using an assessment that was based on the job analysis. To ensure that only the most qualified candidates are referred for an interview, HR, with department input, will recommend the most appropriate test for the open position. In cases where a recruitment is for a same titled position (e.g. Office Support Specialist) that is found in multiple departments, the examination will be standardized. The most common types of tests used are:

- **Assessment Center**—
- **Oral Examinations** – a structured exam, usually conducted by a panel of subject matter experts (SMEs). Questions are asked consistently of all candidates, and responses are scored utilizing pre-defined criteria.
- **Performance Tests** – candidates perform some aspect of the job (e.g. typing, data entry, written exercise and the operation of mechanical equipment.)
- **Training & Experience** – a numerical assessment of previous experience, training and education as requested of job applicants. It can be a type of questionnaire, written supplemental or other process that is reviewed and rated by SME's according to pre-defined criteria.
- **Written Essay Question Exam** – asks the candidate to explain, discuss or to show their knowledge skills and abilities of the position in a written format.
- **Written Tests** – often multiple choice or true/false in format, covering areas dependent on the position (e.g. reading comprehension, mathematics, English, office procedures, and map reading).

*****Note:*** *Certain jobs require more than one test to be completed; therefore, those who pass the initial test are scheduled for a second exam.*

Preparing for the Interviews

Once you have an eligible list of candidates, you'll be ready for interviewing. The interview is a time for you to screen applicants for the job opening and determine if a candidate is a good match for the job, the department and the county. ***A well-structured interview will complement, not duplicate, the assessment process.***

You will have indicated on the requisition how many candidates you would like to interview. You may select any even number between 6 and 20. It is the responsibility of the hiring department to manage the scheduling of interviews and the selection and preparation of the interview panel. Therefore, before an interview is conducted you will need to:

- Select an interview contact person
- Complete an analysis of the job's essential functions and physical abilities
- Develop job related interview questions and performance demonstrations, as applicable
- Select and prepare an interview panel in compliance with guidelines

Did you know?

Your HR Analyst will help you write interview questions and create performance demonstrations and can offer suggestions on who to include in an interview panel.

Interview Contact Responsibilities

Candidates will speak with the department interview contact person to schedule the interviews. The HR department notifies candidates on the referral list to call the hiring department interview contact person, within seven days, to schedule an interview. However, the hiring department may contact the candidates and schedule the interviews sooner. When speaking with a candidate, the interview contact person should:

- Briefly describe the job. Human Resources may not have recruited specifically for your position (e.g. Office Assistants - candidates take a general clerical exam, but the position can function differently in different departments). Do not assume that the candidate knows the specific work of your department or details of the position for which you are interviewing.
- Present a realistic and accurate description of the job as it currently exists; do not over sell. If the position requires the person to be on-call once a month, or work overtime, evenings or weekends, be sure to let them know.
- State the date, time, and place of the interview. Please see page 18 for more information regarding setting up the interviews and other interview logistics.
- If a candidate requests an accommodation at the interview, please contact HR.
- Describe the interview process. Will there be a performance demonstration? Will you bring back the top group for a second interview? How long will the process take?
- Provide a contact name and phone number in case they have any questions.
- Ask the candidate to bring a copy of their most recent application/resume.

Preparing for the Interview Process

Develop Interview Questions and a Performance Demonstration

Human Resources recommends that you use a structured behavioral interview and in some cases a performance demonstration in your hiring process. Your HR Analyst will help you determine the best process for your job opening.

Develop Behavioral Interview Questions

Behavioral interviews have a set number of pre-planned primary and follow up questions with pre-determined criteria for evaluating each response. The structured behavioral interview asks questions that are based on a well-done job skills analysis and is the best way to ensure that your interviews will be complete, consistent and fair. Behavioral questions focus on competencies (knowledge, skills, abilities and attributes) that are job related. Behavioral interviewing is, with few exceptions, the best predictor of future performance because it reveals current and past behavior. Candidates are asked for examples of current or past behaviors that describe an actual experience rather than what they think they would do in a situation. For example, a traditional interview question might ask, “How would you work on a project with two or three other people?” A behavioral interview question might be, “Describe a recent project where you had to work with two or three other people.”

A step-by-step guide for creating behavioral interview questions can be found in Section Two, pg. 28.

The benefits of using a behavior based interview include:

- It is easier to evaluate candidates’ qualifications based on their responses to your questions.
- Enhances the quality and honesty of information gathered.
- Helps you focus on “what” a person can do and “how” they do it vs.. “why” they do it.
- Takes advantage of the fact that people are creatures of habit and repeat patterns of behavior over and over. If we can get candidates to recall specific job related events, we can use the information to predict how a person will perform in a similar situation in the future.
- Reduces the potential for bias since candidates are evaluated on job related questions which are based on an analysis of job duties and requirements. Subjective and irrelevant questions are not asked.

- Increases fairness and perception of fairness as all candidates are asked the same, job related questions. Everyone has the same opportunity to display their qualifications, and the process is consistently applied.
- Reduces disagreements among interviewers and increases accuracy of judgments by using predetermined rating criteria to evaluate answers to interview questions.
- Has high reliability among interviewers and a predictive validity for future job performance.
- Increases content validity by using job related procedures to develop structured interview questions.
- Helps candidates get a realistic perspective of the job, which can aid in self-screening.
- Minimizes costs to the organization by identifying and hiring employees with the right skills and motivations to succeed in the organization.

Develop a Performance Demonstration

As job candidates become better prepared and more savvy to interview techniques, you may not be able to see much difference between the qualifications of one candidate and to another's. To help you identify and assess a candidate's ability to succeed once in the job and for some jobs that may require it, a performance demonstration, or work simulation, can differentiate the top candidates from those who can just interview well.

A performance demonstration is a miniature example of a real job situation that must be handled successfully by an employee. It should be specific to the position the candidate would fill and not duplicate skills that were tested during the testing/assessment process. The demonstration can result in information that identifies a candidate as having both the knowledge and the ability to apply the knowledge in a variety of settings. For example, types of work simulations might include:

- Assisting a customer
- Delivering a performance review
- Operating a piece of equipment
- Updating a BCC report
- Writing a letter
- Performing financial calculations

When combined with work history data, and knowledge and competencies determined through the behavioral interview, a performance demonstration can provide a more complete and accurate view of the candidate who will be best suited to filling your vacancy and helps you understand what they bring to the position and what you may need to teach them on the job.

Select and Prepare an Interview Panel

Our practice at Washoe County is to use a panel of interviewers during the hiring process. The panel can be made up of a variety of individuals, including the hiring manager. Interview panels consisting of two or more members are highly recommended as this minimizes individual rater bias since multiple people record and evaluate answers to the interview questions.

To provide as much objectivity and fairness to the selection process as possible, when identifying potential interviewers, you should consider asking those who:

- Reflect the diversity of the labor market and client/customer population served.
- Are classified at a level equivalent to or higher than the position being filled.
- Work in another County department.
- Perform different functions than that being filled.
- Do not work for the County (e.g. customers, suppliers, staff from other jurisdictions and/or businesses).

Raters that are external to the department and to the County are highly recommended when interviewing for certain positions. Your HR consultant will work with you in identifying appropriate members for the interview panel and may serve as SME's and raters on oral panels for your departmental recruitments as appropriate and as HR workload demands allow.

The chair of the interview panel (usually the hiring supervisor) is identified by the appointing authority and/or designee and is responsible for providing the panel with information on the interview process, the job, the candidates, as well as any supplies used during the interviews.

We recommend that members of the interview panel be asked to arrive at least 30 minutes before the start of the first interview, during which time the chair should:

- Provide each interviewer with a folder/packet, pencils and paper. The packet should include copies of interview questions, applications/resumes, the interview schedule, a job description (class specification) and essential job functions.

  *****Note:** Candidates' applications are considered confidential information and should not be provided to interviewers before the day of the interview.*

- Describe to the interview panel what knowledge, skills, abilities and qualities best identify the successful candidate, being sure to differentiate between required KSA's and desirable KSA's.

- Review the interview questions with the panel along with the desired responses (see pg. 28).

- Determine who will ask which question. It is normally easiest to ask questions in the order that the interviewers are seated.
- Review with the interviewers potential rating bias and questions not to ask (see Appendices B & C).
- Discuss the method to be used by the interview panel to identify the top candidates. Two possible methods include a forced ranking of all candidates interviewed and a 1-5 rating scale linked to job criteria. Please see pg. 22 for more information about ranking candidates.
- Remind the interview panel all information discussed by the candidates in the interview and the discussion among the interviewers after the interview is presumed confidential and should be treated confidentially.
- Discuss the importance of taking notes and recording details of what the candidate said and how that relates to the identified job criteria for the successful candidate. Please see page 21 for more information about note taking during interviews.

Interview Logistics and Information for Candidates

When scheduling the interviews, you'll want to be sure to attend to all of the "housekeeping" essentials. These little details help put candidates at ease and give a good impression of you and the organization. Keep in mind that successful interviews are ones in which the candidate is comfortable enough to "open up" and provide you with good information on which to base a decision.

Consider the location where you'll be conducting the interviews. Be sure that the area is neat, professional, and makes a good impression. Let all of your staff know when you will be interviewing so that they too can be sure to make a good first impression.

To the best of your ability, try to have a comfortable area for candidates to wait for their scheduled interview time. Consider the option of providing the candidate with a copy of the essential functions and physical abilities as well as the interview questions to review during the waiting time.

Interviews should be scheduled to allow enough time between interviews for panel discussion and breaks. In general, interviews take from 30-60 minutes depending on the level of the position being filled.

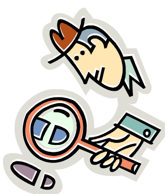
A copy of the interview schedule and candidate names should be given to the staff member who will be greeting the candidates.

Provide copies of the job description, essential functions, benefits and salary information for the candidate.

And be prepared to offer refreshments to the candidates and the interview panel.

Conducting Defensible Interviews

The chair of the interview panel should bring the candidate into the room, provide a brief description of the job, and introduce the candidate to the interview panel. This will help to create an environment conducive to an exchange of information and establish rapport with the candidate. Here is an overview of the steps for conducting interviews:



1. Ensure any requests for accommodation have been addressed.
2. Remind everyone to turn off cell phones and pagers.
3. Describe the interview format.
4. Let the candidate know that the panel will be taking notes.
5. Ask the questions you developed in the same sequence to each candidate.
6. Explain the Nepotism policy and ask all candidates if they are related to anyone in the department in order to be in compliance with it.
7. At the conclusion of the interview, allow the candidate to ask any questions they may have.
8. Thank the candidate and let them know when you will be making your decision, reference checks, and how you will notify the candidates.
9. Panels should begin and end on time with sufficient time scheduled between interviews in order for the overall schedule to work.
10. Take the time after each interview to synthesize information about the candidate.
11. Collect all interview materials at the end of the day and place in a secure location to be confidentially maintained for a period of one year. Interview materials are legal documentation of your defensible hiring process and, in the event of a challenge to your hiring decision, may be requested by HR.

Throughout the interview process and until the results have been announced, it is equally important to maintain the candidates' confidentiality and preserve the equity of the process. Therefore, some rules of thumb include:

- Avoid talking to candidates about their interview. If they ask you, don't be put on the spot, refer them to the appointing authority or HR.
- Do not go to lunch or dinner with any of the candidates.
- Do not try to contact a candidate to give "personalized" feedback.
- Do not make jokes, derogatory or unfavorable comments about individual candidates or groups of candidates or say anything that you would not want them to hear.
- Do not group candidates and then talk about them and/or others.

Overview of Behavioral Interviewing

Based on the competencies, essential functions, and job requirements that were determined during the job analysis, you will be able to craft a set of questions and probes that will encourage the candidates to share the details of their experience in a way that will better predict their potential for success if hired for your opening. Avoid questions or comments regarding name, race, national origin, sexual orientation, marital/family status, physical condition, disability, age, religion, arrest/criminal record, military service, personal agendas, or hobbies. See Appendix B on pg. 38 for detail on questions that must not be asked.

The complete Guide to Behavioral Interviewing can be found in Section Two, pp. 28-30.

It is perfectly acceptable and encouraged to ask follow up questions that are triggered by a candidate's response or to gain clarification. Ask questions in a conversational tone so that candidates feel comfortable enough to deliver good answers. Once enough information is available to make a reliable judgment about the candidate's response, the interviewers should go on to the next question. Encourage candidates to be themselves and demonstrate their qualifications for the job. Ask the candidates if they have any questions.

FAQ's about INTERVIEW QUESTIONS

How do I come up with the right questions?

Start by reviewing the job analysis. Identify key duties and responsibilities and the knowledge, skills and abilities needed to perform them. Review the areas tested by HR to avoid duplication. Draft some open-ended questions that will make it necessary for the candidates to explain how they applied the skills in the past.

What are open-ended questions?

Open-ended questions encourage candidates to respond with more than a one or two word answer. They often begin with phrases like, "Tell me about…" or "I'm interested in learning more about…." They are useful in learning how well the candidate organizes thoughts and can reveal attitudes and feelings critical to effective job performance.

How many questions should I ask?

It depends on how many questions you will need to ensure that you have gathered the required information regarding a candidate's knowledge, skills and abilities. In general, for a 30 to 45 minute interview, you'll only have time for 8 to 12 questions.

What is the value of asking questions like, "If you were a car, what kind would you be and why?"

There is no value and they have no place in a job based interview. Stick with open-ended questions that require candidates to describe specific job related experience and situations that represent their skills.

Note-Taking During Interviews

In their roles as interviewers, information gatherers and evaluators, it is vitally important for the panel members to keep good notes on each candidate's specific responses to the questions. When interviewing multiple candidates it is impossible to retain information, so good note-taking affects the reliability and validity of the final hiring decision. Without notes, interviewers will most likely only remember the beginning and the end of the interview and little from the middle, and most important part. Additionally, relying on memory alone increases the tendency for distortion of the information and remembering the facts that support it. Therefore, it is clear that fair employment practices dictate a necessity to accurately document the interview process.

Think of the interview notes as a legal record of why someone was hired or not. They should include objective evaluations of a candidate's skills and allow anyone to make the same hiring decision after the interview. In short, you wouldn't want to include anything that was discriminatory, questionable, or not defensible before a judge. Rules of thumb for good, and defensible, note-taking include:

- Don't record information already available in the application, resume, or elsewhere.
- Record details of candidates' responses to your questions.
- Avoid taking verbatim notes. This takes too long and you will lose control of the interview. Candidates will begin to give dictation or stop talking so you can catch up. Either way, you've given the candidate the advantage.
- Develop your own shorthand or use key word notes to capture the essence of what was said.
- Notes must be behavioral and objective. Do not include judgments about the candidate or what was said in your notes.
- Make sure you record both positives and negatives. But don't make a big point of jotting down unfavorable information as this may appear to be biased.
- Use the interview rating worksheet for note-taking (pg. 31).

An Interview Rating Worksheet can contain all of the interview questions as well as the rating criteria upon which the interview panel will evaluate the candidates. Be sure to provide your panel with sufficient packets to use for the number of candidates you will be seeing.

Complete instructions for using an Interview Rating Worksheet can be found in Section Two, pp. 31-34.

Selecting Your Top Candidate

Choosing the Best Candidate

After the interviews have been completed, you will need to review and rank the candidates' responses to your questions using a Paired Comparison Decision Making Chart. Once you identify the final candidates, you will then be ready to begin the reference checks, background checks if needed, and review the personnel files of top internal candidates.

Detailed instructions and a completed sample for using a Paired Comparison Decision Making Chart can be found in Section Two, pp. 35-36.

Depending on your situation, you may need to confer with your department head/appointing authority or designee regarding the hiring selection. In some cases, you may decide to do second interviews. Once the final decision has been made, you are ready to make an offer to your top candidate. Secure their acceptance of the position and send notifications to the candidates who were not selected. Letters may be sent via the Department Dashboard.

Finalizing the Hiring Process

Finalize the hiring process by completing the Declaration of Action (DOA) located on the Department Dashboard and submitting it to the HR department (for more detail on the SAP Department Dashboard procedure for completing the Declaration of Action, please refer to Appendix D on page 42 of this guide).

The Declaration of Action information is critical to the overall selection process and is the "official" record of the reasons why an individual was selected for hire, and why others were not. It is essential that the job-related criteria used in the hiring decision be sufficiently documented as this record will be needed in the event a hiring decision is challenged.

Documenting your reasons for selection and non-selection should be relatively easy if you keep your reasons job-related. Be sure not to rank the candidates against each other in the Declaration of Action. And don't use the exact same phrases to describe how candidates performed during interviews. The Human Resources staff is available for assistance when completing the Declaration of Action information.

<u>Listed below are examples of appropriate comments regarding job-related criteria:</u>

- Responses demonstrated strong leadership abilities and consensus building skills.
- Candidate's responses indicated experience in project management.
- Candidate demonstrated strong organizational skills.
- Responses demonstrated an understanding of team dynamics.

- Work samples provided by candidate indicate good documentation abilities.
- Demonstrated knowledge of current trends in (specific field).
- Candidate's responses demonstrated that he would be calm in a stressful situation.
- Candidate demonstrated good communication skills using direct eye contact, speaking clearly and succinctly, and organizing thoughts.
- Candidate's answers to questions indicated little understanding of team dynamics.
- Candidate did not demonstrate good communication skills, was very brief and unresponsive to interview probes.
- Candidate expressed desire to work alone rather than in a team environment.
- Candidate's responses indicated no significant experience in (area critical to job function).

<u>Listed below are examples of inappropriate entries:</u>

- If I had another position, I would hire her.
- Personable, good skills.
- Average interpersonal skills.
- Candidate has effective communication skills.
- Very quiet and mild mannered.
- Good (or Bad) personality.
- I would never hire this person in a million years!
- This candidate is not what our department is looking for.
- I just don't like him.
- Candidates responses indicate she is overqualified for this position.
- Demonstrates aggressive behavior and arrogance.

SECTION TWO:
Tools for Defensible Hiring

Tool: Job Analysis Worksheet

Determining Job Requirements

One of the most critical aspects of preparing to interview for your vacancy is to define the requirements of the job so you can determine if there is a good match between what you are looking for and the candidate's background, behaviors, and potential. Clearly identifying these requirements will help ensure everyone involved in the process is using the same criteria to evaluate each candidate.

Human Resources works with the department to complete a job analysis so there is a clear picture of the KSA's needed for success in the job. The Job Analysis Worksheet will help you gather relevant information about the job and then enable you to extract the specific factors that are required for successful performance in this position. Sources of data can include the Job Classification, SME's, interviews with incumbents and others, and observation.

The worksheet has two sides. The front of the worksheet asks questions designed to help you determine the nature of the job you are filling. Be sure to include a balanced picture of the position by honestly listing the positives and negatives of the demands of the job. While the questions may seem simple, the answers may provide insights to important factors. As an example, involvement with peers, vendors, suppliers, and citizens could indicate a level of stress in the job, a need for tact and respect for diversity, and the ability to work in a team environment.

Side 2 of the worksheet will help you focus what you know about the job in ways that can be searched for and observed in a candidate's background. It will enable you to organize the information on the front side so it can be identified in the interview process.

All of the information you have about the job can be put into one of three categories of performance factors:

- Knowledge, Skills, and Abilities
- Behaviors
- Cultural/Environmental Factors

These factors will be used in evaluating your candidates in terms of:

- *Can he do the job? Does she have the skill, ability and knowledge needed to be successful?*
- *Will he behave in ways that are needed to get the job done?*
- *Does she fit into our organization? Can he succeed in this work environment?*

Fig. 1: Job Analysis Worksheet: Part I Job Information

Job Title: ______________________

Job Classification/Grade Level: ______________________

Position Reports To (Title): ______________________

Use this form to define the talents and qualities required for a specific job. The questions will help you to determine the competency requirements (KSA's), the motivational factors, and the cultural and/or environmental factors necessary for success. Analyze a job before writing behavioral interview questions. Complete it yourself and /or use it as a guide when gathering information about the job from others.

I. Job Information List the most important duties and responsibilities of the position. (Typically 5 or 6)
Describe the involvement with others: superiors, subordinates, peers, vendors, suppliers, customers, citizens, or other contacts.
What are potential sources of satisfaction in this job? (List up to 5)
What are potential sources of dissatisfaction? (List up to 5)

Fig. 2: Job Analysis Worksheet: Part II Performance Factors

II. Performance Factors

Skill/Abilities Factors (What): Can they do the job—what are the specific experiences, skills, knowledge, training, education, physical requirements necessary or desired for successful job performance?

Will/Behavior Factors (How): Will they do the job—what specific behaviors/qualities are required to ensure someone will apply themselves and behave in ways that are associated with success on the job?

Fit/Cultural & Environmental Factors: Will the person fit into the specific circumstances of the job? Include information about the type of work, atmosphere of your organization, circumstances of work in the department or work unit, and situational factors such as shift work, weekend work, or physical demands.

Tool: Guide to Behavioral Interviewing

Developing Behavioral Interview Questions

The interview is the time for you to screen applicants for a job opening to determine which candidate is a good match for the job, the department and the county. The job analysis will have provided information that was used in the testing process and will now be used to create the questions that will be asked during the interviews. Your HR consultant will work with you to prepare interview questions that provide insight into areas other than those previously tested. Here are some general guidelines to keep in mind when crafting your interview questions:

- All interview questions must be job related.
- Ask only those questions necessary to determine qualifications and suitability.
- Follow-up questions and questions related to a candidate's specific experience are always allowed and in fact, encouraged.
- Reasonable judgment and discretion must always be exercised.

Two or three questions related to each skill, competency or behavior you have identified should be developed. The questions must be job-related and designed to demonstrate candidates' skills and abilities, their motivation to succeed in the job, and how well they will fit into the organization.

In addition to the questions, developing response guidelines will help your interview panel evaluate the candidates' responses to determine whether or not they have given an example of the performance factors required to succeed on the job. For example, the question to the candidate might be, "Describe a situation where you were responsible for supervising and evaluating an employee's performance. Tell us what you did. How did you approach it? How was feedback given?" The guidelines to evaluate the candidates' responses would indicate varying degrees of detail as shown below:

Exceeds Requirements — response included specific steps detailing and outlining the entire evaluation process, including preparation, covering both strengths and weaknesses, providing specific areas of performance feedback, how goals and performance objectives were established for the next year, how discussion elicited feedback from the employee, and time lines for follow up discussion, targets, and goals.

Meets Requirements — demonstrated that he/she understands the process but did not include every specific step as outlined above. However, the response is sufficient to demonstrate understanding and competence in evaluating an employee's performance.

Does Not Meet Requirements/Needs Development — response indicated he/she has either not performed an evaluation or does not demonstrate knowledge of the process that shows he/she can successfully conduct a performance evaluation. Candidate was unable to articulate without follow up question assistance.

SAMPLES OF BEHAVIOR-BASED QUESTIONS

Below are some examples of behavior based questions that might be asked for a variety of job performance factors. To develop them, you will have completed a job analysis and prioritized the competencies, behavioral and fit factors in which you need the candidate to have a high degree of proficiency at the time of hire and those that could be developed after hire. It is helpful to categorize these performance factors in order to write your questions.

<u>Creativity</u>

Describe a situation you regard as being the most creative activity you have engaged in. What recognition, financial reward, or personal satisfaction did it bring you?

Tell us about something you consider to be the most creative work done in your field in the last few years. How has the work impacted you or how have you applied it in your job?

What do you have to do that you consider being your biggest time-waster at work? How would you change it if you could?

Describe a time when have you used your creativity to solve a problem at work.

<u>Problem-Solving</u>

Describe a major work problem which you have faced and describe your method of dealing with it.

Describe a situation in which you feel you have been part of the problem. What did you do?

<u>Ability to Work under Pressure</u>

Describe a situation where you were required to interact with someone you didn't like (or who didn't like you) and explain how you handled it.

Give me an example of how you handled a tense situation at work.

Customers frequently create a great deal of pressure. What has been your experience in this area and how have you dealt with it?

Flexibility

What has been the most political work situation you have experienced? Explain how you dealt with it.

Many people have the ability to "step into another's shoes." Tell me about a time when you had to do this and what skills you demonstrated, etc.

Describe a time you found it necessary to perform a job that did not match well with your interests and abilities. What did you do to overcome the mismatch?

Tell me of an experience in your last job of having to handle frequent changing of tasks, priorities, missions.

Customer Service

Describe an interaction with a customer (or task or assignment) that was particularly satisfying to you. Why was it satisfying?

Describe a situation where you took action to exceed a customer's expectations. Specifically, what did you do? What was the outcome?

Describe a time when you helped a customer solve a problem.

Describe a situation where you found yourself dealing with a customer who was very sensitive and reactive.

Once the questions and their response guidelines have been selected, it is important to sequence them for uniform and logical delivery to job applicants. Questions can be arranged in a variety of ways, the most typical being:

- to follow the course of a typical workday
- to correspond to the work cycle from beginning to end
- in order of increasing or decreasing importance

In most cases, job candidates will respond to questions more clearly and completely if the questions occur in a meaningful sequence.

Tool: Interview Rating Worksheet

The Interview Rating Worksheet is designed for use by your interview panel to record information evaluating each candidate's responses to the questions asked during the interviews. You should pre-determine which panel member will ask each question; however, all interviewers should evaluate responses and complete a worksheet for every question asked. Be sure to train your panel in completing the worksheets fully and with meaningful and appropriate comments that will support your hiring decision.

Based on the results of your Job Analysis, you will have written behavioral interview questions to enable you to determine which candidate will best fill your job vacancy. The Interview Rating Worksheets will be part of the packet for each candidate that you provide to every panel member. Panel members will need a complete set of worksheets containing all of the questions that will be asked during the interview, plus all other supporting information (resumes, job specification, etc.). Pre-populate the sheets with as much information as possible including the questions and the performance rating factors:

- General competency categories
- Skill factors or abilities (What) - the things they can do/know
- Will factors or behaviors (How) - the way they do things
- Fit factors or cultural/environmental factors that will help them assimilate and succeed

During the interviews, panel members will record information from the responses given that shows whether or not the candidate has the requisite performance rating factors and provide supporting information to enable you to defend your decision to hire or not to hire.

The following pages include:

- instructions you can give to and review with your interview panel
- a blank Interview Rating Worksheet
- an example of an Interview Rating Worksheet with sample performance rating factors and an interview question

Interview Panel Rating Instructions

Please use the worksheet provided to record your ratings and supporting comments on each candidate. You will be evaluating responses given to the questions based on three factors:

- Skill (What) - The demonstration of the experience, knowledge, skills, and abilities (KSA's) in a specific job-related area
- Will (How) – The demonstration of behaviors, values, and motivations that contribute to success in a specific job-related area
- Fit (Cultural/Environmental) – The demonstration of suitability and compatibility with the working environment that will enable the successful new-hire to assimilate into the organization, establish solid working relationships, and succeed.

In the Skills area, you will check off the essential KSA's that were demonstrated and give the candidate an overall rating of Exceeds Requirements, Meets Requirements or Does Not Meet Requirements/Needs Development with supporting comments in the appropriate box. Definitions of the differences in the rating scales are provided below:

Exceeds Requirements — Response included specific details and/or outlined specific steps taken. Demonstrated how KSA's and experience were used to achieve an outcome or deliver results. Able to articulate lessons learned, knowledge, or experience gained from the situation described. Candidate could probably perform this job requirement right away and with little supervisor support.

Meets Requirements — Response demonstrated an understanding of the process/skill area but did not include specific details or steps taken. The response is sufficient to show knowledge of this subject matter but did not fully demonstrate competence and/or experience that delivered results or achieved specific outcomes in this area. Candidate could probably perform this job skill area in time with training and/or supervisor support.

Does not Meet Requirements/Needs Development — Response indicated candidate has either not performed this job skill area/process or does not demonstrate sufficient knowledge of it to show that he/she can successfully perform this job requirement. Candidate was unable to articulate without follow-up question assistance. Candidate may not be able to perform this job requirement, or may need substantial time, training and supervisor support to gain proficiency in this area.

In both the Will and Fit areas, you will check off the behaviors demonstrated and provide comments regarding the candidate's demonstration or lack thereof, regarding the factors needed for success in the job.

Fig. 3: Interview Rating Worksheet

Interview Rating Worksheet

Candidate ______________________________ **Position** ______________________________

Interviewer ______________________________ **Date** ______________________________

Performance Rating Factors	**Question**
Skill / Abilities (What)	**Skill (What): Rater Score - Choose one and provide comments (Both + and -).**
❒ ❒ ❒ ❒	**Exceeds Requirements:**
	Meets Requirements:
	Does Not Meet Requirements / Needs Development:
Will / Behaviors (How)	**Comments (Both + and -):**
❒ ❒ ❒ ❒	
Fit (Cultural / Environmental)	**Comments (Both + and -):**
❒ ❒ ❒ ❒	

Fig. 4: Interview Rating Worksheet, Sample

Interview Rating Worksheet (*SAMPLE*)

Candidate *Candy Daite* **Position** *Office Support Specialist*

Interviewer *Mike Stand* **Date** *May 1, 20XX*

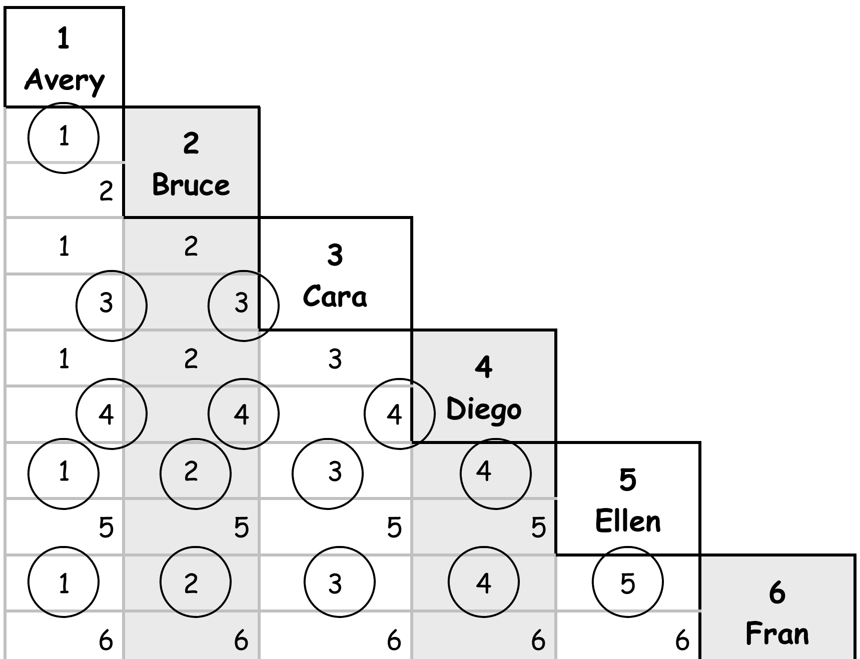
Performance Rating Factors	**Question**
Interpersonal / Conflict Management Skill	Tell us about a time when you were able to successfully communicate with another person who may not have personally liked you (or vice versa).
Skill / Abilities (What)	**Skill (What): Rater Score - Choose one and provide comments (Both + and -).**
❒ Able to read interpersonal conflict situations ❒ Pro-actively builds rapport with those who are different from themselves ❒ Works well as a member of a team	**Exceeds Requirements:** **Meets Requirements:** **Does Not Meet Requirements / Needs Development:**
Will / Behaviors (How)	**Comments (Both + and -):**
❒ Speaks calmly, rationally, and with tact even in high-tension situations ❒ Does not display feelings of anger or personal dislike in emotionally charged situations ❒ Enjoys learning about and working with others	
Fit (Cultural / Environmental)	**Comments (Both + and -):**
❒ Works well in a team environment ❒ Appreciates the contributions of self and others in accomplishing goals ❒ Interacts well with people from diverse backgrounds ❒ Able to work nights and weekends	

Tool: Paired Comparison Decision Making Chart

The Paired Comparison Decision Making Chart is used to rank items that are too numerous or too similar to mentally rank. It is a subjective, opinion-based technique, used in the absence of hard data, where precise cause and effect linkages are difficult to measure and when dealing with feelings and opinions. When used by your interview panel, it can help them prioritize and build consensus to determine who is the best candidate to fill your job.

To compare candidates for a job vacancy, start by filling in the names of each candidate being compared in the box corresponding to the order in which you interview them.

Fig. 5: Paired Comparison Decision Making Chart (*Sample*)



1	**2**	**3**	**4**	**5**	**6**	Candidate
3	2	4	5	1	0	TOTALS
# 3	# 4	# 2	# 1	# 5	# 6	RANKING

1– Avery

1.2 - Compare #1, Avery to #2, Bruce. Avery is the preferred candidate so the number 1 is circled in the column under 1. Continue down the column under number 1.

1.3 - Avery is compared to #3, Cara and Cara is chosen. The number 3 is circled.

1.4 - Now compare Avery to #4, Diego. Diego is preferred and the number 4 is circled.

1.5 - Compare Avery to #5, Ellen. Since Avery is the preferred candidate, number 1 is circled.

1.6 - Avery is compared to #6, Fran. Avery is again preferred and number 1 is circled.

Tool: Paired Comparison Decision Making Chart

2– Bruce

Moving to the column under 2, begin comparing Bruce to the remaining candidates. You have already compared him to Avery and circled the preference for Avery.

2.3 - Bruce is compared to #3, Cara and Cara is chosen. The number 3 is circled.

2.4 - Now compare Bruce to #4, Diego. Diego is preferred and the number 4 is circled.

2.5 - Compare Bruce to #5, Ellen. Since Bruce is the preferred candidate, number 2 is circled.

2.6 - Bruce is compared to #6, Fran. Bruce is again preferred and number 2 is circled.

3– Cara

Now you will compare Cara to Diego, Ellen and Fran by circling the preferred candidate's number in the column under 3.

4-Diego, 5-Ellen, & 6-Fran

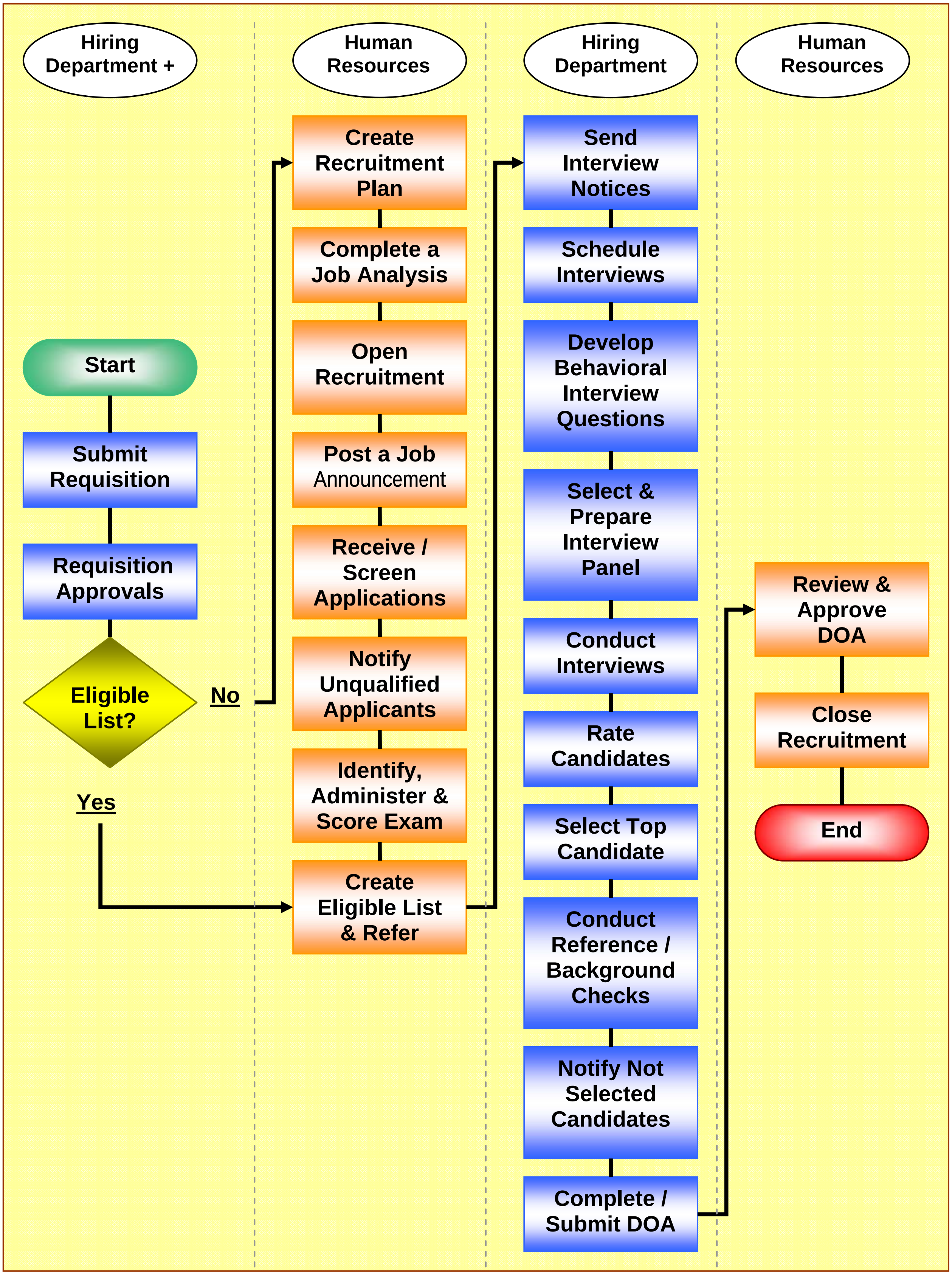
For each of the remaining candidates, continue to evaluate them and indicate your preference by circling their corresponding number in the column under the appropriate number.

Once all the comparisons have been completed, it is time to total and rank.

Count how many times each candidate's number is circled and fill in that number in their box on the total line. In the example, Avery, candidate #1, was circled three times, so "3" was placed in the corresponding box. Candidate #2, Bruce, was preferred two times so a 2 is placed in the "Candidate 2" total box. Total the rest of the columns by counting the circled numbers. The number with the most circles is ranked #1. If two numbers have the same amount of circled items, look at the box where they are compared to each other and add an extra ½ point to the preferred candidate.

Appendix A: Defensible Hiring Process Flowchart

Fig. 6: Defensible Hiring Flowchart



Appendix B: Pre-Employment Inquiry Guidelines

(From the Nevada Equal Rights Commission)

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Name. "Have you ever used another name?" or "Is any additional information relative to name change, use of an assumed name, or nickname necessary to enable a check on your work and education record? If yes, please explain."	**NAME**	Maiden name.
Place of residence.	**RESIDENCE**	"Do you own or rent your home?"
Hire is subject to verification that applicant meets legal age requirements. "If hired, can you show proof of age?" "Are you over 18 years of age?" "If under age 18, can you, after employment submit a work permit?"	**AGE**	Age. Birth Date. Dates of attendance or completion of elementary or high school. Any questions that tend to identify applicants over age 40.
"Can you, after employment, submit verification of your legal right to work in the United States?" or "Proof of legal right to work in the United States may be required after employment."	**BIRTHPLACE / CITIZENSHIP**	Birthplace and/or citizenship of applicant, applicant's parents, spouse, or other relatives. "Are you a US citizen?" Requirements that applicant produce naturalization, first papers, or alien card *prior* to employment.
Languages the applicant speaks, reads, and/or writes.	**NATIONAL ORIGIN**	Questions as to nationality, lineage, ancestry, national origin, descent, or parentage of applicant, applicant's parents, spouse, or other relatives. "What is your mother tongue?" or "What language do you commonly use?" "How did you acquire the ability to speak, read, or write a foreign language?"
	RACE, COLOR	Questions as to applicant's race or color. Questions regarding applicant's complexion or color of skin, eyes, or hair.

Appendix B: Pre-Employment Inquiry Guidelines (cont.)

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Name and address of parent or guardian if applicant is a minor.	**SEX, MARITAL STATUS, FAMILY, SEXUAL ORIENTATION**	Sex. Questions that indicate applicant's sex. Questions which indicate applicant's marital status or sexual orientation. Number and/or ages of children or dependents. Provisions for childcare. Questions regarding pregnancy, child-bearing, or birth control. Name or address of relative, spouse, or children of an adult applicant. "With whom do you reside?" or "Do you live with your parents?"
Statement that a photograph may be required after employment.	**PHYSICAL DESCRIPTION, PHOTOGRAPH**	Questions as to applicant's height and weight. Require applicant to affix a photograph to application. Request applicant, at his/her option, to submit a photograph. Require a photograph after interview but before employment.
Statement that offer of employment may be made contingent on applicant's passing a job-related physical examination. "Can you perform (specific task)?"	**PHYSICAL / MENTAL DISABILITIES**	Questions regarding applicant's general medical condition, state of health, or illnesses. Questions regarding receipt of workers' compensation. "Do you have any physical or mental disabilities or handicaps?"
Statement of regular days, hours or shifts to be worked.	**RELIGION**	Questions regarding applicant's religion or religious days observed. "Does your religion prevent you from working weekends or holidays?"

Appendix B: Pre-Employment Inquiry Guidelines (cont.)

ACCEPTABLE	SUBJECT	UNACCEPTABLE
Job-related questions about convictions, except those convictions that have been sealed, expunged, or statutorily eradicated.	**ARREST, CRIMINAL RECORD**	Arrest record. "Have you ever been arrested?"
Statement that bonding is a condition of hire.	**BONDING**	Questions regarding refusal or cancellation of bonding.
Questions regarding relevant skills acquired during applicant's US military experience.	**MILITARY SERVICE**	General questions regarding military service such as dates and type of discharge. Questions regarding service in a foreign military.
	CREDIT REPORT	Any report that would indicate information that is otherwise illegal to ask (e.g. marital status, age, residency, etc.).
"Please list job-related organizations, clubs, professional societies, or other associations to which you belong. You may omit those which may indicate your race, national origin, ancestry, religion, color, sex, or age."	**ORGANIZATIONS / ACTIVITIES**	"List all organizations, clubs, societies, and lodges to which you belong."
"By whom were you referred for a position here?" Names of persons willing to provide professional and/or character references.	**REFERENCES**	Questions of applicant's former employers or acquaintances which elicit information specifying the applicant's race, color, religion, national origin, ancestry, physical handicap, marital status, age, sex, or sexual orientation.
Name and address of *person* to be notified in case of accident or emergency.	**NOTICE IN CASE OF EMERGENCY**	Name and address of *relative* to be notified in case of accident or emergency.

Appendix C: Common Rating Errors-*Potential Sources of Rating Bias*

The most common reasons for rating bias, and consequently, rating errors are:

Halo / Horns Effect

The *Halo* effect occurs when raters' assessments of a candidate on one or several dimensions are positively influenced by assessment on another dimension. Raters can also be negatively affected by the candidate's performance on one or more dimensions and allow this to affect ratings on others, resulting in the *Horns* effect.

In other words, is one good or bad trait clouding the rater's judgment about the candidate's suitability as a whole?

Leniency, Severity or Central Tendency

Leniency refers to a rater's tendency to avoid using the middle of the rating scale, providing all ratings above average. This is often due to a rater's impression that everyone is equally well qualified and the erroneous belief that placing all candidates in this area is beneficial.

Severity also refers to a rater's tendency to avoid using the middle of the rating scale, providing all ratings below average. This can usually be attributed to a rater who perceives that he/she is a hard grader, or one who has tough standards.

Central Tendency bias is a common rating error that occurs when a rater tends to rate candidates in the middle of the range on the rating scale.

The question then, is the rater being overly harsh, too soft, or not critical/strong enough in their evaluation of the candidate?

Personal Bias

Personal bias for or against a candidate can occur when a rater has pre-existing information about, knowledge of, or a connection with the candidate.

Similarity vs. Difference

Similarity refers to a tendency to highly rate attributes of a candidate that are similar to the rater's characteristics. *Difference* errors arise from a tendency to rate low those attributes of a candidate that are different than the rater's characteristics.

Is the rater's evaluation favorably biased because the candidate is a lot like him? Is the rater's evaluation unfavorably biased because the candidate is different from her?

Overweighting

Overweighting occurs when too much emphasis is placed on minor attributes of the candidate's performance or qualifications. This could include a minor problem or a minor positive quality that the candidate has displayed.

Appendix D: Declaration of Action, SAP Codes

SAP Action Codes are found in a dropdown format on the "Referral List" tab of your SAP Department Dashboard. Action codes must be declared to activate candidates to the Declaration of Action tab. Care should be taken in properly selecting the appropriate code for each candidate as some SAP codes remove candidates from lists. It is important to keep in mind that some lists will be referred for vacancies in other departments so please use care when choosing codes to indicate actions.

Informational guidelines to indicating the proper action code

00 Blank: the Action Code column will read "00" on candidates that have not had a declaration of action.

01 Declined Interview: used when a candidate, either at the time of the phone call or during the interview, indicates a desire not to remain in consideration for this specific vacancy. Persons are removed from an eligible list after declining an interview three (3) times. The candidate is removed from consideration in any office where there might be a vacancy for the same classification.

02 Declined Offer: used when an offer is made to a candidate, however the candidate declines the offer.

03 Failed Background: used for a candidate when they submit and fail a background check.

04 Failed Other Pre-Hire Requirement: used when a candidate fails a pre-hire requirement.

05 Failed Physical Ability Test: noted when a candidate does not pass a required physical abilities test.

06 Failed to Respond: used when a person named on the Referral list does not contact the person scheduling the interviews by the deadline date and time specified. The Failed to Respond code is a flag for SAP to permanently remove persons from an eligible list after one (1) time. If this happens, they are removed from consideration in any office where there might be a vacancy for the same classification.

07 Interviewed: used for persons who replied to the interview notice, appeared for the interview and have shown a willingness to work in the classification for which they were referred. An applicant will only be referred to the same department three (3) times if they are interviewed unless their name is requested by the department for more than 3 referrals.

08 No Show: used for those persons who are on a list for a particular classification and call to schedule an interview, but at the scheduled time and day, do not show up for the interview and do not call to reschedule or cancel the interview. This may be a flag to remove persons from an eligible list after one (1) time. If this happens, they are removed from consideration in any office where there might be a vacancy for the same classification.

Appendix D: Declaration of Action, SAP Codes (cont.)

09 Referral List Cancelled: Indicate this action type for all candidates on the referral list if it is cancelled.

10 Referred in Error: use this action code if a candidate is referred to your department in error.

11 Selected: used to indicate when a candidate has been hired. The candidate is removed from an eligible list unless they are appointed to a temporary or part-time position, in which case they remain on the eligible list for full-time and/or permanent positions.

12 Unclassified Appointment: used to indicate when a candidate has been hired unclassified. The candidate is removed from an eligible list unless they are appointed to a temporary or part-time position, in which case they remain on the eligible list for full-time and/or permanent positions.

13 Voluntary Withdrawal from List: A candidate may contact the department directly and request to be removed from the interview/hiring process. This action code would be indicated for this candidate in this circumstance.

Please remember that several departments may use the same or similar eligible lists for particular classifications. Proper coding is very important to both the candidates and the hiring departments.