

Best Hiring Practices A Reference Guide for Hiring Supervisors

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INTRODUCTION

This reference guide was created to ensure that the California Department of Fish and Wildlife (CDFW) selects the most qualified candidates following a fair and rigorous hiring process. This guide also provides tools to assist hiring supervisors in every phase of the hiring process. Throughout the hiring process, CDFW supervisors should work closely with Human Resources Branch (HRB) staff to ensure compliance with applicable laws and rules, internal processes, and provisions of relevant bargaining contracts.

SECTION I. POSITION ADVERTISEMENT

A. Justifying your position

Before you can advertise your position online, you must first complete a hiring package to send to the HRB Classification and Pay (C&P) Unit. For positions that are not straight backfills, a justification is required explaining the need for any changes you are requesting.

The written justification should address all of the following questions:

- What are you requesting?
- ♣ What has changed to necessitate this change? What is the business need?
- For reclassifications, why have the duties changed to warrant a change in classification? Who will complete the duties of the original classification?
- For promotions in places, who was previously doing the high level work? Why do you need this position functioning at the higher level? What will happen to the lower level work?
- For transfers/movements, will the supervisor remain properly allocated? Who will take over those duties? Has the workload of the original unit changed? Why does the new unit/supervisor need an additional position?

B. The Duty Statement

The next step of the hiring process is the creation of the duty statement. This document is critical as it details the position description and essential functions of the position. The hiring supervisor must prepare a detailed and accurate duty statement for the vacant position. An accurate and thorough duty statement provides potential candidates with a clear description of the position, and also identifies essential and non-essential tasks and duties that are consistent with and appropriate for the classification specification.

Duty statements are critical because they identify the position qualifications, additional desirable qualifications, working conditions, and the reporting relationships. Even after the hiring process is complete, supervisors are responsible for maintaining accurate and up to date duty statements for each one of their staff members.

Template Duty Statement

□ PROPOSED State of California - Department of Fish and Wildlife **DUTY STATEMENT** ☐ CURRENT DFW 242A (REV. 03/19/14) EFFECTIVE DATE INSTRUCTIONS: A duty statement and organizational chart must be submitted with each Request for Personnel Action, Form 242 CDFW DIVISION/BRANCH/REGION/OFFICE POSITION NUMBER (Agency-Unit-Class-Serial) ADMIN/ BUSINESS MANAGEMENT BRANCH 565-010-UNIT NAME AND LOCATION CLASS TITLE Contracts Management Section - Sacramento CURRENT POSITION NUMBER (Agency-Unit-Class-Serial) INCUMBENT BRIEFLY DESCRIBE THE POSITION'S ORGANIZATION SETTING AND MAJOR FUNCTIONS PERCENTAGE OF INDICATE THE DUTIES AND RESPONSIBILITIES ASSIGNED TO THE POSITION AND THE PERCENTAGE TIME PERFORMING DUTIES OF TIME SPENT ON EACH. GROUP RELATED TASKS UNDER THE SAME PERCENTAGE WITH THE HIGHEST PERCENTAGE FIRST. (USE THE REVERSE SIDE IF NECESSARY.) **ESSENTIAL FUNCTIONS: NON-ESSENTIAL FUNCTIONS: KNOWLEDGE AND ABILITIES:** Knowledge of: Skill to: Ability to: **DESIRABLE QUALIFICATIONS:** Special Personal Characteristics: Interpersonal Skills: **WORKING CONDITIONS:** SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE. DATE PRINT SUPERVISOR'S NAME SUPERVISOR'S SIGNATURE EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT. I HAVE READ AND UNDERSTAND THE DUTIES AND ESSENTIAL FUNCTIONS OF THE POSITION AND CAN PERFORM THESE DUTIES WITH OR WITHOUT REASONABLE ACCOMMODATION. PRINT EMPLOYEE'S NAME **EMPLOYEE'S SIGNATURE** DATE

The duty statement also plays major roles in ensuring employees are not being worked out of class! This document must also be reviewed with the employee upon hire.

Sample:

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State of California - Department of Fish and Wildlife		☐ PROPOSED			
DTY STATEMENT DFW 242A (REV. 03/19/14)	SAMPLE	□ CURRENT			
INSTRUCTIONS: A duty statement and organizational chart must be submitted with each Request for Personnel Action, Form 242	EFFECTIVE DATE				
CDFW DIVISION/BRANCH/REGION/OFFICE	POSITION NUMBER (Agency-Unit-Class-Serial)				
Human Resources Branch	565-011-5142-XXX				
UNIT NAME AND LOCATION Administration - Sacramento	CLASS TITLE Associate Personnel Analyst				
INCUMBENT	CURRENT POSITION NUMBER (Agency-Unit-Class-Se	erial)			
BRIEFLY DESCRIBE THE POSITION'S ORGANIZATION SETTING AND MAJOR FUNCTIONS Under supervision of the Staff Services Manager I, this position independently consults with California Department of Fish and Wildlife staff on all facets of human resources management. Duties include, but are not limited to the following essential functions:					

PERCENTAGE OF TIME PERFORMING DUTIES

INDICATE THE DUTIES AND RESPONSIBILITIES ASSIGNED TO THE POSITION AND THE PERCENTAGE OF TIME SPENT ON EACH. GROUP RELATED TASKS UNDER THE SAME PERCENTAGE WITH THE HIGHEST PERCENTAGE FIRST. (USE THE REVERSE SIDE IF NECESSARY.)

ESSENTIAL FUNCTIONS:

CLASSIFICATION: Analyze and recommend appropriate classifications based on duty statement and/or desk audit review. Assist managers in employee selection by determining the appropriate classification; and evaluate and analyze requests for personnel action to determine if proposal meets allocation standards. Analyze and approve requests for variable compensation (e.g., hire above minimum, red-circle rates, alternate range movements, etc.). Review out-of-class claims and recommends appropriate action. Consults with CalHR and SPB staff on a variety of classification and appointment issues. Review existing organizational structures and makes recommendations for appropriate revisions.

EMPLOYEE ACTIONS: Counsel and advise managers on performance appraisal and disciplinary matters; coordinate these efforts with the Legal Office; prepare formal adverse action documentation; and provide assistance in representing the Department at SPB administrative hearings. Counsel and advise managers on medical issues, including Family and Medical Leave Act and California Family Rights Act provisions, fitness for duty exams, and department initiated disability retirement applications. Advise the Equal Employment Opportunity Officer on issues affecting personnel management matters.

NON-ESSENTIAL FUNCTIONS:

STUDIES, RESEARCH and TRAINING: Conduct complex classification and pay and organization studies; prepare specification revisions and SPB Agenda Items for new or revised classifications; recommend and draft personnel management policies and procedures. Develop and provide training material on all facets of human resources management.

KNOWLEDGE AND ABILITIES:

Knowledge of: Applying principles and practices of public personnel management; classification and pay principles used in analyzing and describing positions, establishing proper salary levels, and conducting classification and pay surveys; techniques of employee recruitment; employee relations and performance evaluation; test construction and source of test materials; principles, practices, and trends of public administration, and organization and management.

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State of California Department of Fish and Wildlife **DUTY STATEMENT**

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PERCENTAGE OF TIME PERFORMING DUTIES	INDICATE THE DUTIES AND RESPONSIBILITIES ASSIGNED TO THE POSITION AND THE PERCENTAGE OF TIME SPENT ON EACH. GROUP RELATED TASKS UNDER THE SAME PERCENTAGE WITH THE HIGHEST PERCENTAGE FIRST. (USE THE REVERSE SIDE IF NECESSARY.)				
	Skill to: Applying principles and practices of public personnel management.				
	Ability to: Perform research in various personnel fields; interpret and apply laws, rules, standards, and procedures; develop and administer training programs; analyze an solve difficult technical personnel problems appraise qualifications of applicants and interview effectively maintain the confidence and cooperation of others analyze data and present ideas and information effectively; train an supervise subordinates; assume and demonstrate independent responsibility for decisions and actions having broad implications on various aspects of personnel management.				
	DESIRABLE QUALIFICATIONS:				
	Special Personal Characteristics: Demonstrated ability to act independently, open-mindedness, flexibility, and tact.				
	Interpersonal Skills: Work independently in a team setting.				
	WORKING CONDITIONS:				
Ability to use a computer keyboard several hours a day. Involves sitting most of the time, but may involve walking or standing for brief periods. Attend meetings and hearings; work with staff statewide to complete work assignments. Occasional travel may be required.					
SUPERVISOR'S STATEMENT: I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE.					
PRINT SUPERVISOR'S NAME		SUPERVISOR'S SIGNATURE	DATE		
EMPLOYEE'S STATEMENT: I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT. I HAVE READ AND UNDERSTAND THE DUTIES AND ESSENTIAL FUNCTIONS OF THE POSITION AND CAN PERFORM THESE DUTIES WITH OR WITHOUT REASONABLE ACCOMMODATION.					
PRINT EMPLOYEE'S NAME EMPLOYEE'S SIGNATURE DA			DATE		

C. The Job Advertisement

Positions are generally advertised for 10 working days on the Jobs.Ca.Gov website, however hiring supervisors can advertise positions for as little as 6 working days and as long as "Until Filled". *Please note:* if a position is advertised for 6 working days, the selected candidate <u>MUST</u> be in ranks 1, 2 or 3 in order to be eligible for the position. This is because a certification list cannot be ordered and the ranks cannot be cleared.

*The Rule of Three — upon the completion of an examination, each competitor that passed must be placed in a rank determined by percentage received on the exam. There may be more than 1 competitor per individual rank. The hiring supervisor is limited to selecting candidates who placed in the top 3 ranks. In order to select a candidate in a rank greater than 3, there must either be no one in rank 1, 2, and/or 3, or no one in one or more of those ranks expressed interest in the vacancy. A certification list is used to determine which ranks were "cleared". Interest letters are sent to everyone on the exam list. This is the only way to clear a rank and confirm that there is no interest in the position from an entire rank. Because interest letters cannot be used on 5 day advertisements, 5 day advertisements are restricted to a "commitment cert", meaning only candidates in rankings 1, 2, and 3 are eligible for the position.

*6 day advertisements are typically used when there is a need for a quick hire and the classification has a large candidate pool. Classifications with small candidate pools or for classifications the CDFW has trouble recruiting for, can be advertised as, "Until Filled", allowing the hiring supervisor to keep the job advertised until a suitable candidate can be found.

Anatomy of the Job Advertisement

The job advertisement should include the Position Details, Department Information, Job Description and Duties, Application Instructions, Benefits, Contact Information, and Filing Instructions.

Position Details

- Job Control #
- o Position #(s)
- Classification include name and salary
- o Number of positions
- Work Location
- Job Type Tenure (Permanent, Limited Term, etc) and Time Base (Full time, intermittent, etc)

Department Information

 Department of Fish and Wildlife employees are committed to managing and protecting California's diverse wildlife and the habitats upon which they depend. Join us and begin a meaningful new career. Department Website: https://www.wildlife.ca.gov

Job Description and Duties

This includes a description of the duties, working conditions, desirable qualifications, and any other job-related information. Providing all the relevant information regarding the position in the advertisement will assist candidates in determining whether they meet the minimum qualifications, and if they are able to perform the duties with or without reasonable accommodation.

Application Instructions

- Includes the final filing date, who is eligible, how to apply, required application documents, address for drop-off of application, and address for mailing application
- o If you are looking for a specific skillset, consider requiring a statement of qualifications (SOQ) asking the candidate to detail their experience as it relates to the duties of the advertised positions. If you are experiencing trouble receiving applications, try reducing the required documents to a resume and a state application.

Benefits

- You may list out benefits of working with your unit, or use this generic statement:
 - Benefits information may be obtained by going to the California Department of Human Resources website at www.calhr.ca.gov and to the California Public Employees' Retirement System website for Health Benefits at www.calpers.ca.gov.
- Contact Information
 - o Includes the address and phone number of the hiring unit contact
- Filing Instructions
 - o Instructs the applicant what to state on their applications, such as classification name and position number.

Exemptions – under very specific conditions, you may bypass the advertisement process and make a hire using applications received for another equivalent position. This must be completed within 30 days of the final filing date of the equivalent position. For example, if you advertise for an Office Technician (Typing) with a final filing date of January 1, 2016, and decide on January 3, 2016 that you are in need of two Office Technicians (Typing) rather than one, you may bypass the advertisement process for the second Office Technician (Typing) by using the applications from the first Office Technician (Typing) advertisement, as long as the two position are equivalent (same location, duties, and supervisor) and completed by January 30, 2016.

D. Applications

What to do when you receive an application:

- ↓ Verify that the application is date stamped to ensure that they were mailed out
 by the final filing date of the advertisement. It is recommended that staff
 retain the envelope attached to the application.
- ♣ If the postmark date is after the final filing date, the application should not be accepted.
- ≠ Equal Employment Opportunity (EEO) questionnaires contain race/ethnicity information and must be removed from the application and confidentially destroyed prior to submission to hiring programs.

The hiring supervisor should work collaboratively with HRB's Examination and Certification Unit (ECU) to review the application to ensure that the applicant has the necessary education, work experience, and licenses or certificates required for the positions.

The ECU reviews the application to ensure the candidate has list, transfer, or some other form of eligibility for appointment to the position. The ECU is ultimately responsible for determining if the applicant meets the minimum qualifications for the position and has eligibility for appointment. In some cases, the ECU will need to request additional information to determine if the candidate meets the minimum qualifications and has eligibility for appointment. The ECU will also inform the hiring supervisor if an applicant must be given priority due to State Restriction of Appointment (SROA)/Surplus eligibility in the hiring process.

Prior to reviewing any applications, the hiring supervisor's next step is to create screening criteria that directly relates to the minimum qualifications and duties of the position. These screening criteria will be used to determine which applicants are selected for interview. Additional information on this process can be found in <u>Section II. The</u> Interview Process, A. Selection Criteria.

SROA/Surplus – if you receive an application from a SROA/Surplus employee, you must interview and hire this candidate. A surplus employee is one who is in jeopardy of being laid off or demoted in lieu of layoff and as such is placed on a SROA list to be notified of any vacancies in their classification.

SECTION II. THE INTERVIEW PROCESS

A. Selection Criteria

Developing selection criteria that directly relates to the minimum qualifications and the duties of the position is another critical part of the hiring process. Before applications are reviewed, the supervisor should identify and document job related knowledge, skills, and abilities (KSAs) and use them as a basis for developing the screening criteria.

For example, if the position requires editing skills and attention to detail, the hiring authority might consider making the existence of significant typographical errors or missing information in the application or the cover letter one of the selection criteria. In contrast, it would not be appropriate to establish selection criteria requiring an applicant to have knowledge of accounting if the essential functions of the position do not involve accounting duties. Selection criteria must be based on job qualifications that relate to the vacant position.

♣ If the screening criteria yield too many applicants, hiring supervisors may add additional criteria to weed down the total applicants being interviewed. Inversely, if the screening criteria produced little to no applicants, then the criteria may be reduced.

Once the screening criteria are developed, the hiring supervisor should use those criteria to identify the most qualified candidates to interview. Screening criteria should directly link to the KSAs. Screening criteria may be modified after the initial review of the applications if the hiring supervisor determines none of the applications possess the initial desirable qualifications. For example, if a supervisor is looking for a candidate who possesses specialized technology experience and none of the candidates has this background, it would be appropriate to modify the screening criteria to include a comparable job related area of expertise.

The hiring supervisor should maintain a copy of the criteria used to evaluate each candidate for their records. This record verifies that you conducted a fair, impartial process using screening criteria directly related to the KSAs for the position. It is also a critical record if you are later required to defend your hiring process.

For example, your selection criteria for the hire of an Office Assistant (Typing) working directly with Office Engineers who draft specifications and contracts, may include:

- ♣ No spelling or grammar errors on statement of qualifications
- ♣ Experience working with engineers and/or working in an engineering office
- ♣ At least 2 years of experience working in an office performing clerical work and typing/editing memorandums

Applicants who meet all three of the above criteria will be offered an interview.

B. The Interview

The interview is the hiring supervisor's primary opportunity to assess a candidate's qualifications and potential for success on the job. It is important to ask candidates the same set of open-ended, job related questions to determine potential for success on the job. However, you may ask each candidate specific questions related to his or her application or work experience. Accordingly, you may ask a candidate follow-up questions to clarify specific experience that is listed on his or her application. If you are interviewing both internal and external candidates, it is inappropriate to develop questions that require internal knowledge gained only from working at the hiring department. Such questions are impermissible because they create an unfair advantage for internal candidates. Contact your C&P Analyst for examples of interview questions if needed.

Examples of Methods of Conducting Interviews

- ♣ Patterned Interview candidates appear before a panel of two or more evaluators who ask each candidate the same predetermined questions, evaluate candidates' responses, and assign ratings based on previously defined rating criteria. The questions have model answers with a correlating points system that scores the candidate with points for every correct element covered by the candidate in answering the questions
- ♣ <u>Structured Interview</u> prior to appearing before the interview panel, candidates are given a specified amount of time to prepare responses to predetermined questions.
- ➡ Written exercise candidates are given a topic and asked to prepare a written narrative response. Generally, 15 to 30 minutes of the interview is set aside for this purpose. The written product is then subsequently evaluated to assess both the applicant's writing ability and the ability to organize and integrate information and ideas.
- ♣ Behavioral-Based Interview behavioral based interviewing is premised on the concept that the best predictor of a candidates future performance is past performance. Interview questions are built around specific job related activities previously performed by the candidate. The interviewer will ask the candidate to describe what they have actually done rather than what they would do in a "what if" situation.

Helpful Tips

- ♣ When Scheduling interviews, inform each candidate of the type of interview, i.e., written exercise, so that he or she can request and receive reasonable accommodation, if needed.
- ♣ Request each candidate bring a list of references to the interview.
- ♣ Provide each candidate with a current duty statement either before or during the interview. You may also provide an organization chart or other information.
- ♣ If the candidates have been provided with a copy of the questions during the interview, remember to retrieve the questions at the conclusion of the interview.
- Ask each candidate if you may contact their current supervisor for a reference. Some applicants may not inform their supervisor they are seeking other job opportunities.
- → During the interview, ask each candidate if he or she has any questions. Advise candidates if a second round of interviews will be conducted.
- ♣ Inform candidates when you expect to reach a final decision.
- ♣ If you miss that deadline, keep in touch with all candidates to let them know you are still completing the process. Remember, they are waiting to hear from you, and keeping candidates updated will have a positive reflection on CDFW.

Examples of Behavioral Interview Questions

Communication Questions

- ♣ Describe a time when you realized you needed to make an improvement in your communication skills and how you managed it. What did you do? What was the outcome?
- ♣ Describe a situation in which you had to provide feedback to others on a na ssignment or project. What was the feedback? Who did you provide feedback to? What type of impact did the feedback have/? How was the feedback received? What was the result?
- ♣ Describe a situation which demonstrated that listening is an important aspect of leadership. What did you do? What was the result? Why was listening important in this situation?
- → Describe a time when you were able to effectively communicate with team members, supervisors, and others when appropriate. What was the situation? What was the outcome? What made the communication effective?
- → Describe the process you have used to review and approve written correspondence from others. What steps did you take? What did you look for befor approving the correspondence?

Conflict Management Questions

- ♣ Describe a situation in which you identified and resolved a conflict in your unit. How did you go about identifying the conflict? What actions did you take to resolve the conflict? What was the outcome?
- ♣ Describe what you have done to prevent conflict within your unit. What actions did you take? What was the outcome?

Interpersonal Skills Questions

- ♣ Tell us about a time when you had to vary your communication approach according to the situation. What was the situation? What did you do? What factors did you consider when developing your communication approach? What was the result?
- → Describe a situation in which you were able to effectively "read" others and guide your actions by your understanding of their non-verbal cues. What did you do? What was the outcome of the situation?
- ♣ Tell us about a time when you and your team members were dealing with a stressful work situation. What was the situation? How did you handle it? What was the outcome? Were you satisfied with the outcome, why or why not?
- ≠ Tell us about a time when you had to present information in a manner that could be easily understood. What did you do? What was the outcome?
- → Tell us about a situation when you withheld your own opinoin, and tried to obtain the opinoin of others. What did you do? What was the outcome? Why was this action important?
- **♣** Tell about what you have done to improve the knowledge, skills, and abilities of others. What did you do? What was the outcome?

Team Leadership Questions

Tell us about a time when you lef or guided a group or team effort. What was the situation? What actions did you take? What were the biggest challenges and how did you overcome them? What steps did you take to achieve a positive outcome? How did the group or team effort ultimately turn out?

Analytical Thinking Questions

- → Describe a situation in which you were able to clearly frame a problem, identify and collect the necessary data, and make recommendations for solving the problem. What was the problem? What factors or variables did you consider? What did you do? How did you evaluate your options? What was the outcome?
- Describe a time you had to delegate parts of a project or assignment to others. How did you decide what tasks to delegate to which people? How did the project or assignment turn out?

- Give us an example of a time when you used your fact finding skills to gain information needed to solve a problem. How did you analyze the information you gathered? How did you use the information to solve the problem?
- Describe a time when you anticipated potential problems that were significant to your unit and developed preventive measures. What was the potential problem? How did you identify the potential problem? What was the potential impact to your unit? What did you do? What was the outcome?

Planning and Organizing Questions

- ♣ Give us an example of when you used your organization skills in leading a project to completion. What was the project? What did you do? What was the outcome?
- ♣ Describe a time when you maintained focus and commitment to achieving important goals despite major obstacles and frustrations. What was the situation? What were the challenges? What was the outcome? Were you satisfied with the outcome, why or why not?
- ♣ Describe a time when you had to gather information from others in order to make a recommendation to higher management on a course of action. What was the situation? Who did you collaborate with and why? What was the outcome? What were the challenges?
- → Describe a time when you implemented a new or revised law, regulation, policy, standard or procedure. What was the situation? What did you do? What factors did you consider? What was the outcome? What were the challenges?
- ♣ Give us an example of how you have devleoped and monitored a project team's work plan. What was the project? What did you do? What role did the team have? What were the key elements of the work plan? What were the key elements of the work plan? What was the outcome? What were the challenges in monitoring the work plan?

Ethics and Integrity Questions

- → Tell us about a specific time when you identified and handled a problem which challeneged fairness or ethical issues. What was the situation? How did you identify the ethical or fairness issue? What did you do? What challenges did you encounter? What was the outcome? Were you satisfied with the outcome, why or why not? What would you do differently if faced with a similar situation in the future?
- ≠ Tell us about how your unit has maintained compliance with relevant laws and ethical standards. How have you contirbuted to this effort?
- → Give us a specific example of how you have ensured that the confidentiality of information and records is maintained in your unit. What did you do? What was the outcome? Were you satisfied with the outcome, why or why not?

C. Rating Criteria

A Rating Criteria should be established when you develop your interview questions. These criteria will assist you rating each individual response using a points system. Similar to the application screening criteria, rating criteria must be based on job related qualifications. The rating criteria should assess the candidate's responses to the interview questions relative to education, experience, communications skills, transferable skills, and other job related qualifications. The rating criteria for each candidate should be maintained by the hiring supervisor. It is recommended that the interview panel be comprised of two to three panel members. You should create a diverse panel that includes individuals who are at the same level or above the classification for which you are recruiting. Remember that you must be able to substantiate that your final candidate was selected based upon a fair and objective assessment of job related qualifications. This is an integral part of the merit-based, competitive selection process. The rating criteria will help support your selection

Once you have drafted your interview questions, create a rating scale and suggested answers for each question. Providing this to all panel members will allow for a fair rating process. For example:

Interview Question:

♣ What are the main reasons for evaluating employee performance?

Possible Answers:

- ♣ To measure employee performance against job standards
- ♣ To let the employee know where he/she stands with respect to work performed and performance standards
- ♣ To help prepare the employee for promotion, job change, job enrichment, or transfer
- **↓** To assist the supervisor in determining how well he/she does the job
- ♣ To provide the employee with the opportunity for current improvement in job performance (if necessary) and future development in the job
- **♣** To help the employee and the supervisor accomplish the job more effectively and with higher level of satisfaction.

Each panel member should individually rate the candidate's response to this question using the possible answers as a reference. You may then wish to follow the rating scale and benchmark for each question:

Level of Performance – 5 Point Scale	Rating Range
Well Qualified	5 Points
Qualified	3-4 Points
Not Qualified	1-2 Points
Level of Performance – 7 Point Scale	Rating Range
Well Qualified	6-7 Points
Qualified	3-5 Points
Not Qualified	1-2 Points
Level of Performance – 9 Point Scale	Rating Range
Well Qualified	7-9 Points
Qualified	4-6 Points
Not Qualified	1-3 Points

Score	Description of Candidate's Answer
Well Qualified – 6 or 7 Points	Candidate's answer is complete and thorough. Candidate addresses at least 5 of the possible answers outlined above (or makes comparable points). Candidate may not elaborate on all of the items listed above, but he/she demonstrates an excellent understanding of both the employee's role and the supervisor's role in the area of performance evaluation. Candidate's response is well formulated and requires no probing.
Qualified - 5, 4, or 3 Points	Candidate addresses at least 4 of the possible answers listed above (or makes comparable points). Candidate demonstrates a sufficient understanding of the employee's role and the supervisor's role in the evaluation process. Candidate's response may not be as well formulated or as complete as that provided by the well-qualified candidate; however, candidate demonstrates the level of knowledge and understanding required in this position.
Not Qualified – 1 or 2 Points	Candidate addresses fewer than 4 of the possible answers outlined above (or comparable points), OR candidate's response may be vague, incomplete, or incorrect. Candidate's response may not address the question or does not adequately address the intent/reasoning behind evaluating employee performance. Candidate fails to demonstrate the level of knowledge and/or understanding required in this position.

SECTION III. MAKING THE HIRE

Name_____

A. Reference Checks

Another critical component of the hiring process is reviewing the top candidates' Official Personnel File (OPF) and checking references.

If the candidate is already a state employee, you may request authorization to access his or her OPF by asking the candidate to complete and sign a standard release form available from the HRB (<u>Authorization to Review Personnel Records & Contact</u> References FG HRB 233):

AUTHORIZATION TO REVIEW OFFICIAL PERSONNEL RECORDS AND CONTACT REFERENCES

I authorize a representative from the Department of Fish and Wildlife to review, within the next 30 working days, my personnel file, along with my employment history from my Personnel Action Request (PAR) form. You may also share my leave balances for employment purposes.
I also authorize a representative of the Department of Fish and Wildlife to contact my former supervisors and other appropriate references to obtain information regarding my past job performances.
Signature

Once the candidate has signed the release form, contact your Classification and Pay (C&P) Analyst for assistance prior to contacting the candidate's current employer to request an appointment to review the file and printout of the candidate's statement

employment history. It is important to base your hiring decisions solely on information that is job related and appropriate for consideration. For instance, you should not make an adverse hiring decision based on low leave balances. Do not assume that a low leave balance indicates an attendance problem. Employees are entitled to use all leave balances as approved by the supervisor. Low leave balances could be related to a reasonable

Date

accommodation or other appropriate use of approved leave. Your designated C&P Analyst can help you determine the types of information you are permitted to consider in reaching your final decision.

One of the most valuable means of gathering information about candidates is conducting reference checks. This step should never be skipped, regardless of how quickly the position must be filled. As a prospective employer, you must seek job related information regarding your candidates in order to make an informed hiring decision. As part of this process, it is important to speak with current and former supervisor(s). Private sector employers are sometimes reluctant to provide a detailed reference; however, they will almost always verify employment dates. Check all the information you receive against the information provided by the candidate.

If the candidate failed to provide the name or phone number of a prior supervisor or indicated a supervisor was "retired" or "unavailable", you should call the prior appointing authority to find out if there is anyone who will provide a reference for the candidate. Failure to provide this information may be inadvertent, but it does not relieve you of the duty to complete as thorough as reference check as possible. Finally, a hiring supervisor may also call additional references not listed on the candidate's reference list.

Remember, you may only consider information that is relevant and directly related to the candidate's ability to perform the duties of the position. If the information you obtain from a reference check is not related, you may not rely on it in rendering your final hiring decision. If you are uncertain about whether you can rely on extraneous information provided by a hiring reference, consult you designated C&P Analyst. Information regarding conducting reference checks can be found on CalHR's internet site here (HYPERLINK).

B. Conditional Offer versus Final Offer

After you have completed the steps above, consult with your designated ECU Analyst before extending a conditional offer to your proposed candidate. The offer should be conditional so that you can follow up with HRB staff to ensure that the candidate has submitted all required documentation to support the selection and that there are no outstanding issues that might prevent extending a final offer. You don't want to extend a final offer only to learn that your selected candidate is not eligible for the position! For this reason, begin with a conditional offer and await ECU confirmation before providing the final.

Please keep in mind that prospective employees usually ask to give a former employer at least two weeks' notice to accept a new position. Also - within state service, the candidate's current appointing authority may retain the employee for up to thirty (30)

days if the position is considered a lateral transfer (a position with equal or similar pay) and up to two (2) weeks if the position is promotional.

C. Notifying Non-Selected Candidates

It is important to complete timely follow-up with each candidate who participated in the hiring process by notifying those who were not selected. They may be potential candidates for future positions.

For example, when notifying candidates that they were not selected for the position, you may mail or email:

Dear Ms. XXX,

Thank you for interviewing for the (position) in the (unit) of the California Department of Fish and Wildlife.

You were among a number of excellent candidates and the final decision was a difficult one. However, we have selected someone whose skills most closely fit the needs of the position. Thank you again for interviewing – we wish you future success with your career goals.

If you have any questions about this process, please feel free to contact me at (916) XXX-XXXX.

Sincerely,

Supervisor CDFW

SECTION IV. PROBATIONARY PERIOD

Selection of the candidate does not end with the offer and acceptance of the position. Government Code Section 19171 requires that a probationary period be completed: a. when an employee enters or is promoted in the state civil service by permanent appointment from an employment list, b. upon reinstatement after a break in continuity of service resulting from a permanent separation, or c. after any other type of appointment situation not specifically exempted from the probationary period requirement by statute or by State Personnel Board rule. This probationary period is considered part of the selection process. Government Code section 19172 requires a hiring supervisor to regularly evaluate the work and efficiency of the probationer. It is important that this evaluation be in writing. If a department determines that a probationer must be rejected on probation, the department must be able to demonstrate that the probationer was provided both notice of his or her performance deficiencies and an opportunity to correct them.

The purpose of the Probation Period/Report is to help the supervisor and employee:

- ♣ Adapt to the job and work environment
- **♣** Recognize effective performance
- **↓** Identify aspects of performance
- ♣ Be used as a tool for guidance in training
- **♣** Grant permanent civil service status

In order to pass probation, the employee must work either a 6-, 9-, or 12- month probationary period and meet the following required work hours:

- ♣ For a 6-month probationary period, the employee must work 840 hours
- ♣ For a 9-month probationary period, the employee must work 1260 hours
- ♣ For a 12-month probationary period, the employee must work 1680 hours

*Temporary Authorization Utilization (TAU) and Limited Term (LT) hires <u>do not need</u> to serve a probationary period

It is your role as supervisor to meet with your employee privately to discuss the his or her performance and provide them with the probationary report. This is necessary if you are considering a Rejection on Probation (ROP), because ROPs are not possible if the supervisor has no written documentation of poor performance and did not provide the employee with notice and an opportunity to improve.

If a ROP is being considered, make sure to contact your C&P analyst as soon as possible! An employee can only be rejected during the probationary period.

Report of Performance for Probationary Employee (STD 636):

STATE OF CALIFORNIA - DEPARTMENT OF HUMAN RESOURCES					I —			
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STD. 636 (REV. 12/2015) (Page 1 of 3)							THIRD	9
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DISTRIBUTION COPIES: 1 - Departmental Files 2 - Employee 3 - Supervisor 4 - Miscellaneous

SECTION V. RETENTION OF HIRING MATERIALS

The hiring supervisor must collect and retain all hiring packages/materials. California Code of Regulations, Section 26 requires that merit, selection and appointment records (applications, application screening criteria, interview questions, and interview scoring or rating sheets) be retained for five (5) years. Remember, your hiring package is the record that you conducted a fair and objective hiring process and will be used in the event of a Merit Complaint of your recruitment.

Typically, the hiring materials include:

- **♣** All applications
- Selection Criteria
- **♣** Interview questions
- **4** Rating Criteria
- Scored interviews
- **♣** Selected candidate information
- **♣** Interview Panel Information
- ♣ Anything included in the interview: written exercise, interviewee notes, correspondence with applicants, reference checks, authorization forms, etc

Section VI. Resources and Forms

Several resources exist to assist you with the hiring process:

In addition to your HRB Contact, you may also visit the California Human Resources (CalHR) website.

- State Supervisors/Managers page on the CalHR website.
- Exams and Hiring guide on the CalHR Website
- Policy Memos for the State of California.