



# CITY OF NEWPORT NEWS PERSONNEL ADMINISTRATIVE MANUAL

2/1/06

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The current job description and the statement of essential job functions provide the framework for developing the selection process. Each component of the selection process shall be linked to the knowledge, skills, abilities and other dimensions required to perform the essential functions of the job.

The requisitioning department shall design the selection process prior to reviewing the applications. Normally, the selection process is not changed after review of the applications. However, in some cases, it may be appropriate to add screening exercises, additional or more specific standard interview questions, or other exercises after reviewing the applications, particularly if there is a large number of applicants, or if there is a need to clarify applicants' qualifications.

Prior to developing the selection process, the designated manager will determine which knowledge, skills and abilities to assess and how they will be evaluated. In most cases all knowledge, skills and abilities cannot be assessed in any one component of the selection process. Some will be assessed during the interview process while others will be assessed through other components of the selection process such as written and oral exercises, practical skills tests, reference information, performance records, and verification of education.

The Department of Human Resources is available to provide assistance in developing the selection process. The requisitioning department may request that the Department of Human Resources review the applications, screening exercise(s), interview questions, and other components prior to conducting the process. The Department of Human Resources may require prior review of interview questions and other components to be used in the selection process in particular cases.

## **I. INITIAL SCREENING OF APPLICATIONS**

The objective of screening applications/resumes is to identify applicants who appear to possess qualifications which closely match the position requirements. While there is no prescribed number of applicants required to participate in further steps of the selection process, reasonable effort should be made to include a representative number of qualified applicants. Military veterans, whose job qualifications are equal to other applicants, selected to participate further in the process shall be given consideration to participate further in the selection process.

### **A. Review of Qualifications/Screening Exercises**

The requisitioning department is responsible for reviewing the applications/resumes against the knowledge, skills, abilities and other requirements of the job to determine the applicants to be further considered. Education and experience requirements are stated in the job description as those most likely to provide the required knowledge, skills, and abilities.

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The designated manager will consider all relevant information provided by the application or resume. Only applicants who appear to meet or exceed the minimum qualifications will be considered further. If there is an inadequate number of qualified applicants, additional recruiting may be appropriate.

In some cases, the department may wish to further screen applicants and may develop more specific job-related screening criteria. The designated manager may conduct preliminary interviews, including telephone interviews, to acquire more detailed information regarding the applicant's qualifications, salary requirements, and other job-related information. The designated manager may also require screening exercises to further assess qualifications of applicants before determining which candidates will participate in formal interviews. Examples of screening exercises include requiring applicants to submit work samples, develop an outline or plan, write a presentation or similar exercises. Such screening exercises shall be job related.

**B. Review of Conditions of Employment (Relatives, Minors, Citizenship)**

The designated manager is also responsible for reviewing applications to determine if the applicant meets the conditions of employment for relatives, minors, and citizenship. Disclosure of any information contrary to these policies on the application or at any time during the screening and selection process must be documented and the Department of Human Resources notified.

## **II. INTERVIEWS**

When the applicants who appear to most closely meet the requirements of the job have been identified, an interview process is conducted to assess each candidate's knowledge, skills, and abilities. Generally, there is no requirement for the minimum number of candidates to be interviewed. There is no requirement to interview all candidates who meet the minimum requirements. Rather, the department should interview those candidates who appear to most closely meet job criteria. A face-to-face interview shall be conducted prior to selection.

**A. Interview**

A face-to-face interview requires the candidate to respond to a set of job related questions or situations posed by one or more interviewers. The requisitioning department may conduct either a one-on-one personal interview or a panel interview which consists of two or more interviewers. There is no requirement to conduct a

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panel interview for any position. The interviewers will assess each candidate's knowledge, skills and abilities based on responses to the questions and situations. Regardless of the type of interview conducted, the overall process must be job-related and conducted by interviewers with knowledge of certain aspects of the job.

**B. Interview Questions and Exercises**

Interview questions and exercises must be job-related and linked to the knowledge, skills, abilities, and other dimensions required to perform the essential functions of the job. Applicants may not be questioned regarding the existence, nature or severity of any disability, marital status, children, religion, national origin, age, pregnancy, previous or current workers= compensation claims or any other non job related areas. Questions should be prepared in writing for the interviewer(s) and the same questions and exercises should be posed to each candidate. Follow up and clarifying questions and information may be appropriate. Department heads are responsible for ensuring that interview questions and assessment methods are job related and that no inappropriate questions or exercises are used. It is recommended that the Department of Human Resources be consulted prior to finalization of questions and exercises.

**C. Interviewers/Assessors**

Interviewers/assessors should be selected for their level of expertise and qualifications, and for their knowledge of aspects of the position to be filled. For panel interviews, a minimum of three panel members with minority and female representation is recommended. For one-on-one personal interviews, a department representative in a supervisory or management capacity should conduct the interviews and evaluate the candidates. It is recommended that the department head or other manager interview the top candidate(s) before a selection is recommended.

**D. Other Assessment Exercises**

The regular interview alone may not provide adequate information upon which to assess the candidate's job knowledge, skills, and abilities. Selection processes may include additional assessment exercises. Some examples are written or oral exercises, role playing and practical skills exercises including operating equipment. Such exercises shall be job related.

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E. Notification of Physical Skills and Agility Exercises/Acknowledgment Form

Departments may require candidates to perform job related skills or physical agility exercises to assess the candidate=s ability to perform the essential functions and physical demands of a position. If such exercises involve more than the level of activity normally associated with office work (such as operating medium or heavy equipment, operating power tools, lifting or carrying items weighing more than 10 pounds, running, climbing, or similar activities), the candidate shall be given a statement of the essential functions and physical demands of the position and specific details of the physical skills/agility exercises the candidates will be expected to perform prior to the performance of these exercises.

In addition, candidates shall be required to sign an Assumption of Risk and Acknowledgment form prior to participation.

### III. CANDIDATE EVALUATION

Regardless of the interview methods used, the interviewer(s) will assess each candidate on the appropriate knowledge, skills and abilities. In some cases, the interviewer(s) will make a recommendation of which candidate they consider most suited for the position. However, the department head or designated manager makes the final hiring decision based on all information developed during the entire selection and review process and not solely on the interview and exercises.

### IV. ACCOMMODATION OF APPLICANTS WITH DISABILITIES

When an applicant is contacted to participate in any component of the selection process, the requisitioning department representative making the arrangements shall describe the process and ask the candidate if he/she requires accommodation. This should be done at least three (3) work days prior to the interview. Should accommodations be required by the applicant, the requisitioning department representative should inquire as to the specific accommodation needed and contact the Department of Human Resources so that appropriate arrangements may be made. There should be no discussion with the applicant regarding the nature or severity of his/her disability and why the accommodation is needed.

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### **V. VERIFICATION OF DRIVER'S LICENSE**

When the position requires a driver's license, the person making arrangements should request each candidate to submit his/her current, official driving record from the Department of Motor Vehicles on the scheduled interview date. The department should make a copy of the driving record and return the original to the candidate. This information should also be considered in making a selection decision. (See Section 309 Commercial Driver's License Check for additional requirements for CDL positions.)

### **VI. CANDIDATE INTERVIEW EXPENSES**

When it is necessary to recruit and interview candidates from outside the local area, the City will provide reimbursement for interview expenses for candidates for division head, assistant director and director positions and for certain senior management positions. Normally, expenses reimbursed will be those necessary and actual expenses associated with the interview, and should not exceed the following guidelines:

- A. Round trip coach air fare or mileage at the prevailing travel rate under the City's travel policy, or comparable transportation expenses.
- B. One night's lodging. Lodging is arranged by the interviewing department or by the Department of Human Resources.
- C. The department conducting the interviews should provide transportation for candidates. When necessary, department heads may approve the use of a rental car or taxi.
- D. One day's meals at the prevailing rate.

Candidates are expected to pay for these items themselves and then submit to the department documentation of all expenses. Upon approval by the department and submission to the Finance Department, the candidate will be reimbursed for these expenses by the requisitioning department. Department heads may approve extension of reimbursement to cover necessary and reasonable additional expenses in compelling situations.

A department head may approve extending interview expense reimbursement to candidates for senior professional and mid management jobs in compelling circumstances.

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