

Santa Clara Valley Water District

Attract and hire top candidates!

**Recruitment
and Selection
Process**



No hidden mysteries . . .

Publish and follow your Policies, Goals & Objectives

EL 8.5.1 Board Governance

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Assure that persons from **all** segments
of our community are given
a **fair** and **equal opportunity** to
qualify for employment and advancement
within the District's work force.

2 |

Hiring Policy Goals & Objectives

- ◆ Efficient & Streamlined
- ◆ Clear & Simple
- ◆ Objective & Fair
- ◆ Flexible to Meet Business Needs
- ◆ Legally Compliant



Suggestions to help your employees prepare for the next promotional recruitment.

- Job Aids & Guides
- Training Sessions
- 1:1 Coaching
- Mock Interviews
- FAQs
- Post Interview feedback



Investing the time to help your employees

Yes, it takes a lot of time to put on training classes, provide coaching sessions, stage mock interviews – but our investment pays off!

Are many of your employees ready to promote but don't do well in interviews? Don't make it past the initial application screening?

Many of our employees:

- ◆ **Did not fill out the application thoroughly or did not do a good job answering the supplemental questions.**
- ◆ **Were not thorough, thinking the Hiring Mgr knew them and their work well enough already.**
- ◆ **Did poorly in the interviews.**
- ◆ **Did not realize how important each step was.**



To help them, we launched a training program and have had good results. Employees appreciate the help and the quality of application materials has improved!

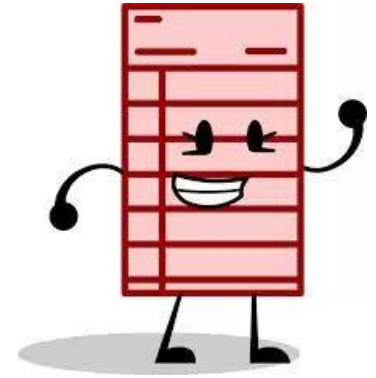
Schedule your team for training now!

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Planning the Recruitment



Position Request Form: Typical Process



1. Fill out completely and accurately
2. Job duties form the basis for the recruitment

- ◆ *Be specific and include all duties*
- ◆ *Provide adequate detail*
- ◆ *Must align with official job description (class spec)*

3. Get all approvals
4. Send to Recruitment
5. Recruiter will contact you to begin planning the recruitment
6. Get ready –
Hang on –
Launching in 3 ... 2 ... 1



Recruitment Planning Meeting

1. Meet with your Recruiter to plan the recruitment
2. Recruiter will collect helpful information –
 - 💧 *Previous job postings and results*
 - 💧 *Data re available applicant pool*
 - 💧 *Relevant supplemental questions*
 - 💧 *Relevant interview questions*
 - 💧 *Information helpful to the planning stage*
3. Recruiter and Hiring Manager work together in a true partnership to plan the recruitment from posting to selection – deciding all key elements up front.



Recruitment Worksheet

1. The Recruitment Worksheet is filled out at the meeting (some follow up action may be needed).

2. Recruiter and Hiring Manager decide on:

- 💧 Ideal characteristics
- 💧 Supplemental questions
- 💧 Interview questions
- 💧 Interview Panel
- 💧 Timeline with all key dates
- 💧 All the details *(who makes the offer, etc.)*

Strategy Tip:
Always assume
you are making a
20 year plus hire –
don't skimp on
interviews!

3. Recruitment Worksheet is reviewed and approved.

(Adjustments can always be made later by Hiring Mgr and Recruiter -- flexibility is important to have an effective and efficient recruitment!)



Key Recruitment Decisions

1. Posting Open or Promotional Only?

- ◆ *How big is the internal qualified pool?*
- ◆ *How many employees applied last time?*
- ◆ *How specialized is the position? (District knowledge)*

2. How long should it be posted?

- ◆ *Open (varies) or Promotional (typically ten business days)*
- ◆ *Expected number of applicants (historical data helps)*
- ◆ *Hard to find applicant pool requiring sourcing and advertisements*
- ◆ *What were results last time*
- ◆ *Can be three business days (expecting hundreds)*
- ◆ *Can be several weeks or open until filled*

3. Who will screen applications? Will Recruiter screen down to a lower number first?

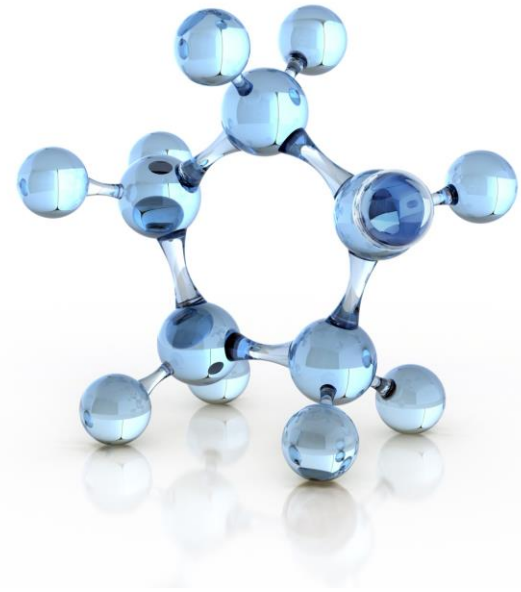
4. Who will conduct reference checks? (Preferably Hiring Mgr)

5. Who will make initial offer? (This is the fun part – Hiring Mgr go for it!)

Strategy Tip:
Recruiter helps
with consistency
throughout the
District in these
decisions.

Elements of a Job Posting

1. Duties
2. Minimum qualifications
 - 💧 Experience
 - 💧 Training
 - 💧 License or certificate
 - 💧 Special requirement
3. Supplemental Questions
4. “Ideal” qualifications



Provide adequate information on your job postings – not just the job description but also what you are looking for.

What are Ideal Characteristics?

- They are the description of your ideal candidate. What are you looking for? Simply describe your top (cream of the crop) candidate so the Recruiter can help you find them.
 - Write supplemental questions so they help pull the information needed from candidates on how well they match up to your ideal.
 - Cover all major ideal characteristics*
 - Keep questions / answers short and easy to read*
 - Be clear what you are looking for in an answer*
 - Informs applicants exactly what you are looking for – those not meeting the ideal know it up front and often do not apply.
- 

Results? We are pleased to realize an overall higher quality of candidate pool for most recruitments.



What is the Purpose of Supplemental Questions?

- ◆ Screening tool to help identify top candidates who possess the technical /specific experience, knowledge and skills as related to the job – *write questions that help pull this information from them.*
- ◆ The questions help the candidate clearly understand the specific experience, knowledge and skills needed for the job
- ◆ Allows the candidate to showcase their experience and skills
- ◆ Discourages poor candidates from applying



Time to Post!

- ◆ Final Recruitment Worksheet is reviewed and approved.
- ◆ Posted through NEOGOV which sends to multiple locations, including government sites
- ◆ Advertised on sites selected by Hiring Manager and standard sites always used by your agency.
- ◆ Recruiter sources applicants and can search on different sites, such as LinkedIn.
- ◆ If not getting enough applications submitted, can extend posting time and increase advertising and sourcing

Strategy Tip:
The better the
applicant pool,
the better the final
hire – take the
time and effort!



Screening the Applications: A – B – C Method

- ◆ Can begin screening applicants while still posted
(don't have to wait and do them all at once)
- ◆ Recruiter can pre-screen to identify “C” and weak “B” candidates (typically done when a large number of apps)
- ◆ Recruiter and Hiring Manager screen apps and compare notes (preferably together but can be done separately)
- ◆ Screen into A – B – C piles:
 - ◆ “A” is ideal candidates, meets all/most of ideal characteristics
 - ◆ “B” meets some of ideal characteristics
 - ◆ “C” meets few or none of ideal characteristics
- ◆ In SCVWD: All “A” employees get an interview.
- ◆ Recruiter and Hiring Manager together decide on interview list



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Interviews



Scheduling the Interviews

- ◆ Give at least a week's notice to applicants
- ◆ Suggestion: in SCVWD Hiring Mgr calls all employees not getting an interview
- ◆ Interview Panel guidelines:
 - ◆ *At least one member from outside of Division or Unit, outside District is even better! (but hard to get)*
 - ◆ *Gender mix is critical, we try for ethnicity mix when possible*
 - ◆ *Pick the Panel carefully – their judgment is key to helping in assessing all the candidates interviewed*
- ◆ Second round interviews are often helpful
 - ◆ *Take top few candidates from interviews to second round*
 - ◆ *Less formal than first interview, get better feel on fit, follow up on questions you want more information on*

Strategy Tip:
Don't skimp on
interviews – this is
a big decision!

The Purpose of Interviews

To Assess the Candidates:

- **Qualifications**

- Specific experience and KSAs (*Knowledge, Skills, Abilities*)

- **Communication skills**

- Verbal and non-verbal

- **Interest and Fit**

- A two-way process
 - Culture and team
 - Career progression



Different types of Interview Questions

4 “Buckets” of Interview Questions

💧 Experience Based

- Describe experience and qualifications

💧 Competency Based

- Demonstrating the desired competencies

💧 Behavioral (Scenario) Based

- What/how would he/she handle a situation

💧 Decision Making/Problem Solving

- What is his/her thought process
- How does he/she go about making decisions



Interview Process

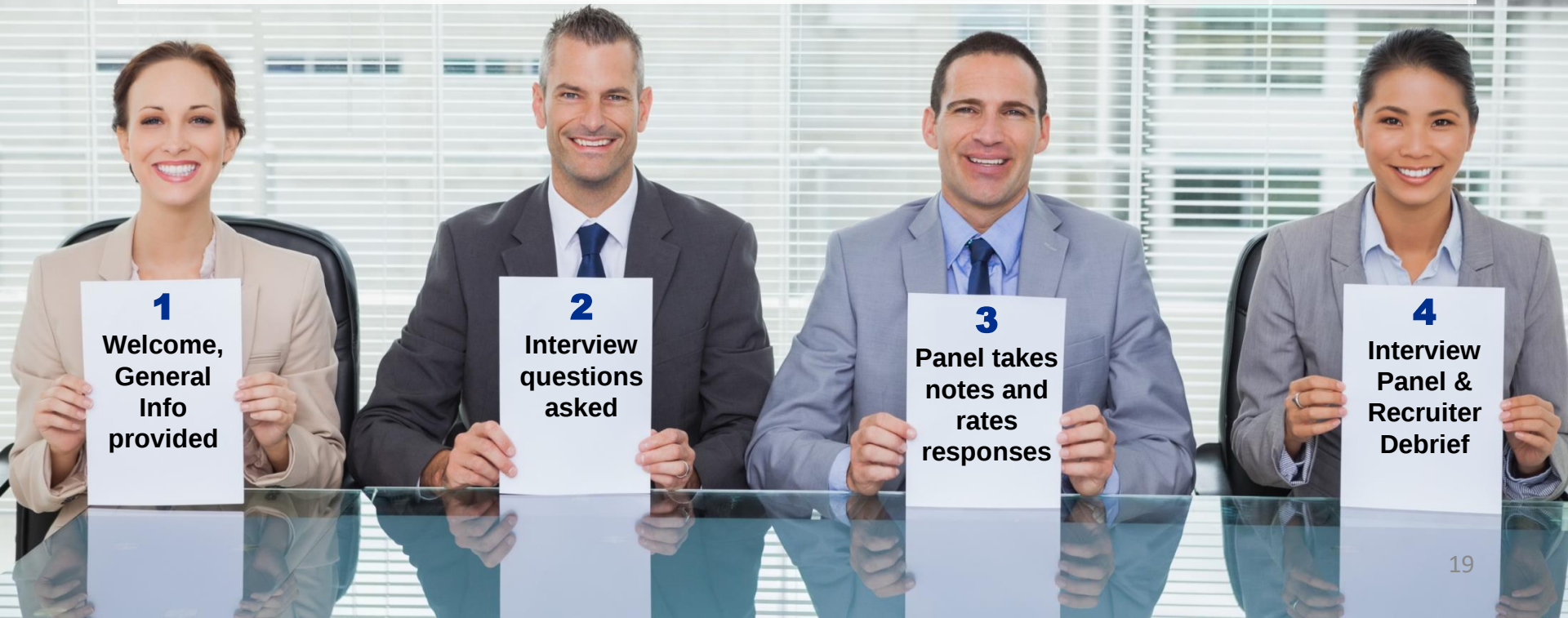
Structured interview: Consistent format, overview of job, interview questions

Interview Panel: Hiring Manager, Subject Matter Experts (1 outside unit), Recruiter

Panel asks questions, takes notes, participates in the debrief, recommendations to the Hiring Manager.

Answering the Interview questions: Respond and describe your experience, knowledge, skills and abilities -- your qualifications for the job

Recruiter ensures a fair interview process and facilitates the debrief and selection



1

Welcome,
General
Info
provided

2

Interview
questions
asked

3

Panel takes
notes and
rates
responses

4

Interview
Panel &
Recruiter
Debrief

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Selection Process

Selection Process: Hiring Justification Memo



- 💧 Recruiter leads the debrief after the interviews – solicits input from all panel members and compiles scores/feedback, discusses substantial differences
- 💧 Hiring Mgr takes input from the Interview Panel into account when making the selection decision
- 💧 SCVWD Process – Hiring Justification Memo:

Strategy Tip:
Can always
schedule more
interviews if not
sure who to pick.

- 💧 *Hiring Manager writes, emails to Recruiter for initial review and input*
- 💧 *Recruiter reviews justification, checks for overall District consistency, discusses details (pay step, etc.)*
- 💧 *Recruiter contacts selected applicant, discusses current and expected pay, checks interest in the job, follows up on any items*
- 💧 *Recruiter passes on info to Hiring Mgr to complete Hiring Memo*
- 💧 *Hiring Mgr gets approvals from Deputy, Chief, then sends to Recruiter. Once Recruiter and PA approve, Contingent Verbal Offer can be made.*

SCVWD Selection Process: Making the Offer

- ◆ Hiring Mgr calls all employees that were interviewed and not selected – offers to give feedback (schedule for later). Do not inform via voicemail, have a LIVE conversation. Remind them to keep conversation confidential until everyone has been called.
- ◆ Hiring Mgr calls the selected candidate with the verbal contingent offer (Recruiter will provide a guide if needed).
- ◆ Once the Selected Candidate accepts Verbal Contingent Offer:



- ◆ *Recruitment Team compiles and sends Contingent Offer Letter (both email and US Mail).*
- ◆ *Candidate signs offer paperwork and sends back.*
- ◆ *Hiring Mgr conducts reference checks (can be done earlier).*
- ◆ *Background Investigation is initiated.*
- ◆ *Medical scheduled (if required).*
- ◆ *When done/cleared, Recruitment Team notifies candidate of start date and sends internal notifications.*

Feedback to Non-Selected Employee Candidates

- 💧 If Employee requests feedback, Hiring Mgr schedules a 1:1 session (in person)
- 💧 Recruiter will assist with planning the feedback, will attend if Hiring Mgr prefers (feedback still provided primarily by HM)
- 💧 This is a key function to assist employees with their career growth at your agency – cover critical areas with them:

Strategy Tip:
Can be tough
but worth it!



- 💧 *Are they prepared for this position? Has their career led to it and is it a good step forward? (as opposed to applying for a job they are not prepared for, have not planned for, possibly don't even really want).*
- 💧 *How did they do in the interview – how well did they answer the questions, were they clear and concise, how can they improve?*
- 💧 *How well prepared for the interview were they? Did they have the content knowledge needed for the job?*

If they could use practice in interviewing skills, refer them to the Recruiter to schedule a training session and/or coaching.

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Questions?

