

# Civil Service Hiring Practices Management Do's & Don'ts



# EXPEDITED RECRUITMENT AND SELECTION PROCESSES THAT YIELD BETTER QUALITY CANDIDATES

- Compensation – Ron Puskarits
  - Job Description
  - Position Authorization
- Recruitment – Heather Ross
  - Sourcing & Postings
  - Candidates of Interest
- Selection - Joanne Tolbert-Wells
  - Interview Process Planning
  - Interviewing Tools

- Do's
  - Attend a Confirming Job Descriptions Workshop
  - Base the job description on the department's needs
  - Specify essential functions to necessary to adequately perform the job
  - Keep sentence structure as simple as possible, omitting unnecessary words that do not contribute pertinent information
  - Begin each duty/task with an action verb and use descriptive adjectives
  - Be clear and concise. This is critical for accurate job evaluation and analysis
  - Focus on critical activities
  - Use a logical sequence in describing duties and responsibilities (Key Responsibility first, followed by the corresponding duties)
  - Link knowledge and skills to essential job functions
  - Update every three years

- Don'ts

- Base the content of the job description on the capabilities, skills, and interests of any one individual
- Write the job description as step by step guide on how to do the job
- Include minor or occasional tasks, which are not unique to a specific job
- Write the job description as step by step guide on how to do the job
- Use outdated information
- Use vague terms, jargon, or undefined acronyms
- Include future duties
- Use the Civil Service Class spec as the job description

- Do's
  - Use correct template
  - Ensure all required fields are complete
  - Ensure all required fields contain accurate information
  - Copy required fields from job description (as appropriate)
  - Attach necessary documents, such as a job description
- Don'ts
  - Use PAPE's, CS class specs or job descriptions >3 years old

- Do's
  - Link to job duties
  - Enhance minimum qualification
  - Use to ensure the right skills are required for the position
- Don'ts
  - Request a factor that can be learned on a job
  - Base on an individual
  - Over inflate specialty factor
  - Use for preferred qualifications

- Do's

- Recruiter partnership building subject matter expertise of your College / Department's industry, environment and culture to attract applicants
- Expand the quality not quantity of the applicant pool by targeting external sourcing options to attract candidates with the expertise and skill sets that meet the need of the vacancy
- Targeted sourcing to ensure diversity

|                     |              |                    |                           |                    |
|---------------------|--------------|--------------------|---------------------------|--------------------|
| External Job Boards | User Groups  | Associations       | Trade Affiliations        | Union Affiliations |
| Networking          | Social Media | Employee Referrals | Trade & Technical Schools | Higher Ed Programs |

- Don'ts

- Use specialty factors or selective certification to fit a person vs position



- Do's
  - Utilize the posting to tell the story of the position
  - Build an Employee Value Proposition (EVP) to attract the desired talent pool
  - Advertise the position at a targeted audience
  - Include salary minimums or ranges to attract the level of applicant appropriate for your budget
- Don'ts
  - Rely on duration to build the pool



- Do's
  - Source candidate that fits the position / need
  - Encourage a competitive landscape
- Don'ts
  - Build a position to fit a person
  - Shop for a title that fits an individual vs fitting the position

- Do's
  - Map out the hiring timeline with your Recruiter at point of job posting; approximate when interviews should occur
  - Determine how selection will be made and who will be involved - contact everyone for interview calendar placement
  - Identify salary parameters and possible equity issues
  - Schedule interviews to begin within two weeks and end within four weeks of initial candidate contact whenever possible
  - Plan time in interview for candidate to ask questions
  - Let candidates know when they should expect to hear from us again

- Do's
  - Use email interview questionnaire if custom title with large applicant pool – ask no more than 6 questions that enable department and applicants to immediately select themselves in or out
  - In collaboration with interview team, identify key competencies and corresponding behavioral questions with rating scale for answers – be sure to ask each candidate same questions and have interviewers use same rating criteria
  - Use ratings to determine who will move to next round and who will ultimately get selected – enables selection process to be more transparent and objective
  - Be sure to ask questions to assess organizational and department fit, not just skills and abilities. Ask how they would handle certain situations that you know typically will arise.

# CIVIL SERVICE HIRING PROCESS MANAGEMENT DO'S & DON'TS

- Reduce cycle time through preparation and planning
- Build an EVP
- Partnership

# CIVIL SERVICE HIRING PRACTICES MANAGEMENT DO'S & DON'TS

Thank you