



# **Employee Selection Handbook**

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## **INTRODUCTION**

## **I. INTRODUCTION**

### **Purpose & Policy**

Selecting individuals for employment with the City is one of the most important functions that a manager or supervisor will perform. The long-term success of the City is predicated on a workforce of highly skilled, motivated people whose behavior exemplifies the stated values of the organization.

The purpose of this handbook is to ensure that the City has sound and valid selection procedures in place that are fair, consistent, and job-related. It also ensures that managers and supervisors will have the tools necessary to participate effectively in the employee selection process, and to make good hiring decisions. To facilitate that, this document includes:

- ◆ Operational definitions of important procedures and terminology
- ◆ Philosophies as they apply to the selection process
- ◆ Specific guidelines applicable to each aspect of the process

The decisions managers and supervisors make today in hiring staff are key in achieving our mission in the years to come. Today's new hire should be viewed as tomorrow's potential manager or supervisor. There isn't a more important decision you will make than to hire quality people. It is important to know and apply the tools to make those decisions, and take the time to do it properly.

This handbook provides information that is derived from best practices in the human resources and selection fields. While the information provided within is complimentary and consistent with the City's Human Resources Policies and Practices Manual, this Handbook is written as more of a practical guide in order to operationalize the policies and practices provided in the Manual. Therefore, it is recommended that the Manual also be used for more detailed policies and direction when making important recruitment and selection decisions.

## **FILLING A VACANCY**

## II. FILLING A VACANCY

This section is primarily procedural. It provides the City with the steps for filling a vacancy and it begins from the point of vacancy to the point when the individual accepts employment.

This section also identifies the groups or individuals responsible for following through with these hiring actions. Where appropriate, statements of philosophy, guidelines, or notes are included to clarify each step. Two of the major steps in this process - test development and interviewing - are further clarified in sections of their own.

### Process for Determining and Filling a Vacancy

The position must actually be vacant or a signed resignation must have been received before a position can be filled.

- |                               |   |
|-------------------------------|---|
| <i>Dept. Head or Designee</i> | <ul style="list-style-type: none"><li>• discusses vacancy with City Manager</li><li>• completes Staff Requisition Form (SRF) and obtain required Finance and Human Resources signatures</li></ul>   |
| <i>Finance</i>                | <ul style="list-style-type: none"><li>• verifies vacancy</li><li>• verifies budget</li></ul>  |
| <i>Human Resources</i>        | <ul style="list-style-type: none"><li>• conducts recruitment, develops/administers test(s), and creates eligibility list</li><li>• certifies to manager/appointing authority the eligible list (either existing list or new list resulting from recent recruitment)</li><li>• provides assistance to department in setting up hiring interviews, if requested</li></ul>   |
| <i>Dept. Head or Designee</i> | <ul style="list-style-type: none"><li>• conducts hiring interviews and makes tentative selection (no offer is made to the top candidate at this point)</li><li>• discusses top candidate with HR to get fingerprinting appointment made</li><li>• conducts the reference checks</li><li>• if references and fingerprinting results check out, discusses start date and any salary issues (need HR Director approval for starting salary above Step A)</li><li>• makes conditional offer of employment to selected candidate contingent upon clearance of medical examination and drug testing</li></ul> |
| <i>Human Resources</i>        | <ul style="list-style-type: none"><li>• puts together and sends letter of conditional job offer</li><li>• notifies non-selected candidates</li><li>• arranges for medical examination and drug testing</li><li>• coordinates start date</li><li>• handles all necessary new employee paperwork</li></ul>  |

## **Comparable List**

If an eligibility list does not exist for a specific class, the City can opt to adopt a comparable eligibility list from one of its existing lists for another equal or lower level class as long as comparability is established; or, of course, a new recruitment can be started. The following process is used to determine if a list is “comparable” and outlines the specific process:

- Review the definition and the minimum qualifications of the City’s class and the other class to determine if the two classes are comparable.
- If a similar class is found then the comparability is documented and the list is used.
- The candidates are surveyed for interest in the position in the other class. They are informed of the City class title, salary, and benefits and are asked if they are interested in the job. Only those candidates expressing an interest in the position are interviewed and considered. The candidates’ interest or disinterest in the comparable position shall not affect their placement on the original eligibility list.
- Proceed as with any other eligibility list.

## **Life of a Hiring List**

Eligibility lists shall be valid and effective for an original period of six (6) months. An eligibility list may be extended beyond its original life in six (6) month increments up to a maximum duration of twenty-four (24) months upon recommendation of a department head and approval of the Human Resources Director. If a list is extended, it is in effect for the approved amount of time or until a new list is established, whichever occurs first.

# **RECRUITMENT AND SELECTION PROCESSES**

### III. RECRUITMENT AND SELECTION PROCESSES

This part of the process consists of two procedures: Recruitment and Selection. The Recruitment activities center around developing a plan, announcing an opening, advertising, and overall outreach. The Selection portion of the process involves all the activities related to testing, interviewing, and selecting a new employee.

Overall recruitment strategies should be reviewed regularly for a number of reasons: techniques that worked in a period of high unemployment may not be appropriate when unemployment is low. Over time, the applicant pool for a given occupation may change. Recruitment patterns should be reviewed by making comparisons both with past recruitment efforts and with current labor force statistics. Once specific recruitment problems are identified, a plan can be formulated to address these problems.

In preparation for a new recruitment, ask the following questions:

- Was there a good response to the recruitment in the past?
- Did the applicants possess the specific skills required?
- Is there high turnover in this class, and if so, is it due to inappropriate placement of applicants?
- Has there been traditional underutilization of certain groups in this field of work?

#### **Recruitment Process:**

- Review past recruitment efforts to determine extent of outreach and advertising required (see bullet points above).
- Determine if recruitment should be open or promotional. If there are a sufficient number of internal candidates for one vacancy who most likely will meet the minimum qualifications, then the recruitment can be conducted on a promotional basis. Otherwise, the recruitment should be opened up to the public.
- Determine the length of the recruitment period (from date the announcement is posted to the deadline). For recruitments where a large applicant pool is anticipated, a two-week period is sufficient. For difficult-to-recruit jobs, recruitment periods can be open anywhere from 3 weeks to “until filled.”
- Determine the selection process (supplemental questionnaire/Training & Experience Rating {T&E}, written test, structured oral interview test, performance test, or other selection procedures).
- Develop the job announcement (sample in Appendix) that includes information about the position, the application filing deadline, the minimum qualifications, the hiring process, and the monthly salary. The benefits information is outlined on the back of the announcement.
- Ads are written and placed. For all jobs, the minimal advertising requirement includes an ad in the local newspaper and placement of the job opportunity on the City’s website and job board.

## Selection Process Development

The selection development process can be segregated into four general stages:

- ◆ *Selecting the Subject Matter Experts*
- ◆ *Development of the Selection Tool (based upon an assessment of the important knowledge, skills, and abilities {KSAs} required to be successful on the job)*
- ◆ *Test Administration (Training and Experience ratings, written tests, oral panels, etc.)*
- ◆ *Test Results and List Creation*

## Subject Matter Experts

A Subject Matter Expert (SME) is a job expert in a subject matter or occupational area for which the test is being developed. The SME can either be a seasoned employee in the same class or can work in a class at one level or higher than the class being tested.

The type of test is usually based on the type of position and the skills needed for the job. Each position should be reviewed but here are some general guidelines:

Managers	Structured Oral and/or T & E Ratings
Supervisory/Technical	Structured Oral, T & E Ratings, and/or Written
Maintenance	Performance and/or Structured Oral
Clerical	Written, T & E Ratings, Structured Oral, and/or Performance (computer/software skills, typing, etc.)

### ***Tests can be:***

- ◆ **Training & Experience Rating (T & E)** - An examination process ranking candidates based on a pre-determined formula to evaluate education, training, and/or experience using the candidate's responses from a supplemental questionnaire.
- ◆ **Written** - An examination process (booklet examination) consisting of multiple choice, and/or true-false questions that include specific technical knowledge and job-related questions.
- ◆ **Structured Oral** - An examination process conducted in an interview setting. A panel of two to three members examines and rates applicants on prepared, structured questions or situations in an occupational area.
- ◆ **Performance** – An examination process consisting of one or more work sample situations or “stations” where the candidates perform simulated or actual job tasks
- ◆ A combination of any of the above

## **Test Development**

The SME will assist Human Resources by performing the following tasks.

- ◆ Attends test development meetings
- ◆ Assists in determining test structure and components
- ◆ Assists in reviewing and verifying job content information and important KSAs for job performance.
- ◆ Assists in development of supplemental application questions and rating guidelines, when applicable
- ◆ May assist with screening the applications
- ◆ Maintains test security regarding the entire test process
- ◆ Identifies potential oral panel members, raters, and proctors
- ◆ May review test item(s) protested by job applicants
- ◆ May participate in test appeal process

## **Rating or Interview Panel**

The Rating Panel reviews applications and supplemental applications received during the application filing period and the Oral Panel conducts the structured oral interviews. Each panel member should be familiar with the requirements of the job. Typically, a panel consists of two to three members: one or more persons familiar with the job requirements of the class. Sometimes a Human Resources representative may serve on the panel. Panels:

- ◆ may be scheduled for 1/2-day to several days, depending upon the number of qualified applications received
- ◆ use structured guidelines to review and rate applications and supplemental applications or oral questions received during the filing period.

## **Test Results and List Creation**

Once the test is given, successful applicants will be ranked on a list according to the score they received on the test with the highest score receiving the highest rank (1), the second highest score receiving the next highest rank (2), and so on. This list will be available for six months and can be extended for additional six month periods up to a maximum of 24 months. Continuous lists are updated on a more frequent and regular basis.

## **INTERVIEWING FOR HIRING**

## IV. INTERVIEWING FOR HIRING

A critical step in the employee selection process is the final hiring interview process. The hiring interview provides department heads, managers, and supervisors with an opportunity to ask detailed questions that may reveal a candidate's work-related strengths, weaknesses, behavioral traits, and organizational fit.

The interview's success will be directly proportional to the preparedness of the interviewer. The more prepared the interviewer, the more comfortable the process, the less time will be wasted, and the better the chances for selecting the best candidate.

### Candidates Eligible for Interview

Candidates will be ranked on the hiring list in order of the score received from the testing process. All of the candidates on the final list are eligible for consideration for hire. The hiring authority and/or his/her designee may review the applications of the candidates on the list for consideration of a final hiring interview. While there is no hard and fast rule about how many candidates should be invited to a hiring interview, it is strongly suggested that at least three candidates be interviewed for each vacancy.

### Contacting the Candidate

The basic key points to mention when contacting a candidate for a hiring interview are:

- ◆ Describe the job
- ◆ Date, time, and place of the hiring interview
- ◆ Describe the interview process
- ◆ Ask each candidate to bring copies of past performance reviews, references, and/or letters of recommendation, if desired
- ◆ Provide a contact name and phone number
- ◆ Ask the candidate if they need any reasonable accommodation to be interviewed

### Additional Names

Additional names can be requested if a candidate waives the hiring interview or job offer or if there are more vacancies than anticipated.

### Hiring Interview Process

There are five stages in the hiring interview process:

- ◆ *Preliminary set up*
- ◆ *Development of the hiring interview questions*
- ◆ *Interviewing the candidate*
- ◆ *Reviewing notes*
- ◆ *Reference checks*

## **Preliminary Set-Up**

The preliminary set-up includes four areas: room selection, interview panel selection, panel packet, and candidate information packet creation.

The room selected should be large enough to accommodate the interview panel and the interviewee, yet not so large as to make the interviewee feel overwhelmed. Since the process can be intimidating, it will be normal for the interviewee to feel warm and confined. Therefore, proper ventilation and a cooler-than-usual temperature may create a more comfortable atmosphere. Provide a water pitcher and cups.

The interview panel would typically have two or three members: the manager and/or the position's supervisor, and an optional member. Appoint a "lead" interviewer to do introductions and general coordination.

Create an interview packet for each panel member. Items contained in a panel packet may include:

- ◆ interview schedule
- ◆ job description
- ◆ copies of hiring interview questions
- ◆ copies of applications in sequential order
- ◆ pencils and paper

Each candidate may be given a packet upon arrival for the interview. Each packet should include:

- ◆ a job description for the vacant position
- ◆ a list of duties (expectations), and
- ◆ the names and titles of panel members

The candidate should not be kept waiting for more than 5-10 minutes (just enough time to review the packet). Provide a comfortable place for candidates to wait. A staff member should be appointed to greet candidates outside the interview room, answer questions, and explain what will take place in the interview session.

## **Development of the Interview Questions**

### **1. Gut Feelings**

The majority of untrained interviewers rely on their intuition as a basis for making employee selections. They develop gut feelings in the first few minutes of the interview without having sufficient opportunity to gain enough information about the candidate's skills. Not only will this approach be difficult to document, but it is also prone to generate unreliable information, leading to poor selection decisions. In contrast, the behavioral-based interview process emphasizes the importance of providing evidence about the person's ability to do a job.

## **2. Hiring Interview Questions**

Questions should be developed that allow the panel to view behavioral and technical traits and organizational fit. Interviewers should focus their attention on the behavioral-based interview process, which encourages interviewers to preplan their interviews by conducting a thorough review of job requirements, creating a series of interview questions, gaining behavioral examples in the interview, and rating the interviewee's skills for a specific portion. The fundamental concept is that behavioral examples (specific life-history events) provide information regarding the presence or absence of skills.

### **a) Rapport-Building Questions**

A rapport-building question is one that puts the candidate at ease, and is typically asked during the initial stages of the interview. Possible topics include weather, the trip to the interview, a desire for water, etc. The rapport-building question is usually followed by anecdotal conversation on a friendly, conversational basis.

### **b) Warm-up Questions**

Warm-up questions are designed to be “ice-breakers” and should follow the rapport-building questions. Warm-up questions may not provide information to base a hiring decision since they are standard, anticipated questions. However, they encourage applicants to talk about themselves, especially for applicants who are not very expressive.

### **c) Behavioral Examples**

Through behavioral examples, an interviewer discovers facts about a person's history, and uses these facts as a basis for predicting whether the individual demonstrates skills important for a specific job. These questions are in an open-ended format. This approach is based on the axiom that “the best predictor of future behavior is past behavior.” Although this statement is almost a truism in behavioral sciences, all interviewers should recognize that past behavior does not always predict future behavior. It is only the “best” predictor of future behavior. People may change and break out of their past behavior patterns.

### **d) Open-ended Questions**

An open-ended question is one that guides the interviewee to give an expanded, detailed answer. It is contrasted with a closed-ended question that can be answered by a simple “yes” or “no” response. Ideally, the interviewer will ask many open-ended questions to get the interviewee talking and relating behavioral examples. These types of questions will also allow the candidate to answer freely and select the type of information to be included in the answer. Typically these questions begin with such phrases as “Would you tell me about...” or “I'm interested in learning about...” Be aware that some candidates' responses may become rambling, trivial, or bogged down in too much detail. The interviewers must be prepared to control the amount of time a candidate spends replying to this type of question.

## **3. Interview Cautions**

Do not ask any questions regarding race, physical or mental disability, religious creed, sex, national origin or ancestry, age, marital status, medical condition, political beliefs or

affiliations, or any question that can be construed as implying such discrimination. **All questions should be based on bona fide occupational qualifications.** This is true for anyone who is pregnant, been convicted of a crime, or is disabled.

The same interview questions should be asked of all candidates. This allows for consistent application of selection criteria and comparison of candidates. However, it is appropriate to ask additional questions of individual candidates in an effort to clarify information in resumes and applications, or in response to the candidate's answer to a question. As always, these questions should be pertinent to the essential skills and duties of the job being filled. Finally, be sure to obtain permission from all candidates to check their references of current and past employers. This is best done using the Background Investigation form found in the Appendix.

### Don't Ask Personal Questions

Marital status, age, number of children, childcare arrangements, spouse's occupation, etc., are purposely omitted from the City employment application. Additionally, do not ask about sick leave balances or any question which may force an applicant to reveal the presence of a disability. This information should not be sought in the interview because it is not job-related, and could be discriminatory as a pre-employment inquiry.

However, in order to evaluate attendance, it is acceptable to ask if a person is able to meet an attendance standard (e.g., "We need someone here from 8-5pm, M-F. Can you meet this attendance requirement?"). For applicants with obvious disabilities, consider asking them to explain or demonstrate how they will be able to perform essential job functions, with or without an accommodation. However, if the known disability will not interfere with or prevent the performance of a job-related function, the employer can request a description or demonstration by the applicant *only* if it routinely makes such a request of *all* applicants in the same job category. Additionally, it is illegal to ask such applicants about treatment or prognosis.

If an applicant volunteers any of this type of information, **DO NOT** write it down or pursue it. Bring the topic back to job related information and move on.

### Avoiding Common Mistakes

Interviewers will often prepare questions that sound "good", but have nothing to do with the job or performance. Avoid these. Also, it is imperative to balance questions between technical skills and performance skills. If not done, a one-sided view of the candidate will result.

## **Interviewing the Candidate**

Once the questions have been developed, the candidate is now ready to be interviewed. It is important to consider the following techniques to conduct a productive interview.

### **1. Taking Notes**

Studies show when interviewers don't take notes, they remember and are influenced most by what happened at the beginning and end of the interview. Subtleties are lost; first impressions loom.

Taking notes doesn't have to be a burden. For privacy, use a clipboard and jot down key words and phrases that will jog one's memory later. Write down descriptions, not judgments, and facts, not opinions. If a candidate seems fidgety, write down "tapping fingers" or "swinging leg" instead of "candidate seems fidgety." Do not write notes to record any physical characteristics. Pictures of candidates should not be taken to assist the panel in remembering a particular candidate or for any other reason.

After interviewing all the candidates, the written record will be helpful in making a methodical comparison. Irrelevant details won't be misleading; patterns will become evident.

**2. Allowing Silence**

Silence can be uncomfortable for both the interviewer and interviewee. Still, it is important to allow silence at times to give the candidate time to think through an answer. The interviewer may want to comment on the silence, suggesting the candidate take time in answering, and use the time personally to write or clean up notes.

**3. Controlling the Interview**

It is often difficult to control the very talkative interviewee. When this person over-talks, digresses, or occupies time with casual conversation, the interviewer may not have sufficient opportunity to gain enough information about the candidate's skills. A well-prepared list of questions will move this interviewee to the next question. Using closed-ended questions may also bring the interview back into control. Remind the candidate that only a certain amount of time is available in which to answer all questions.

**4. Finding Contrary Evidence**

Contrary evidence is information that profiles both sides of the interviewee's skills. Although motivated to find as many positives as possible about his or her skill level, it is important for the interviewer to ask questions that will reveal mistakes, weaknesses, or problems in the past. This enables the interviewer to gain balance on strengths and weaknesses. When forming an overly negative opinion, look for opportunities to identify strengths.

**5. Adjusting Time Allocated to Describing Job**

Many managers make the mistake of wasting interview time by describing the job and the kind of person they are looking for. All that does is reveal to the candidate the answers one wants to hear. Save this discussion of the job for the end of the interview. By then it will be evident as to what the candidate's interests are, and which aspects of the job to stress. Five minutes of information tailored and adapted to a candidate's interest is far more persuasive than 25 minutes of mere facts. If an interviewer decides they aren't interested in the candidate, this tactic will help save time because they can keep this portion of the interview brief.

**6. Being Aware of Traps Set by Applicants**

Using the Word "We"

Applicants commonly, sometimes deceptively, overuse the word we, as in "We planned and implemented such and such program" or "We succeeded in carrying out that

assignment.” Often this is a truthful statement: a group of people – not just the candidate— did the work. However, the interviewer is not concerned with hiring an entire group. The interviewer needs only to resolve whether or not to hire the candidate being interviewed.

When a candidate says "we" in a context that makes it hard to discern specifically what the candidate did, the interviewer can say:

"I understand that you worked on this project with other people. However, I'm particularly interested in what you did on the project. So, please tell me specifically about your role."

#### Offering Generalities

Candidates may gloss over the specifics of what they did on a job or project, offering generalities, such as, "I succeeded in implementing the such and such program." This generality may not tell the whole story. For instance, how specifically did the candidate implement the program? And did the program achieve its goals?

To move candidates beyond generalities and into specifics, when an applicant gives a generality, follow up with open-ended probes:

"Tell me specifically what you did."

"Give me some examples of how you implemented the program".

"Explain exactly how you managed to do that."

"I'd like to hear about the results of the program in detail."

### **7. Adjusting Length of Interview**

The length of the interview should correspond to the position level: the higher the position, the longer the interview. However, for any position, make sure enough time is allowed to ask all needed questions. Extra time spent during the interview process to identify qualifications and performance attributes is a wise investment.

There are many reasons why extended interviews can be helpful. Many applicants can "talk a good talk" and come across well for an hour. However, even a well-rehearsed candidate may not be able to sustain such a good show. In an interview, the candidate should be doing about 80 to 90 percent of the talking; after an hour, if he has not been totally truthful, he may start contradicting himself or tripping over what he has said earlier.

### **Reviewing Notes**

Between candidates, take a few minutes to review and clarify your notes.

Once the panel is finished with the interviews, convene and discuss the candidates. Panel members should take time before this discussion to personally rank the candidates. This will help the panel independently consider each candidate and come to their own conclusion. Upon meeting, the panel's additional comments will be noted and a tentative selection may be decided.

## Reference Checks

Human Resources will provide copies of each candidate's application for each interviewer. During the review of the application, under the heading CERTIFICATIONS, verify authorization for the City to obtain information regarding job performance from current and/or previous employers. As a matter of further protection, please have the candidates that you are seriously considering for a job offer complete the "Applicant Certification, Release and Waiver Form" located in the Appendix. Provide the candidate with a copy of the two pages of Appendix B "A Summary of Your Rights...". If the employee has checked NO, or has listed exceptions on his/her application, or refuses to sign the Waiver form, this should be a flag that more information may be necessary in your consideration of this candidate. Explore such questions in the interview. Ask them to explain their refusal. Evaluate their response. Ask them for some alternate references. Also ask the applicant to account for any period of time omitted from the application. NOTE: If applicant states that the unaccounted period of time was due to illness, do not explore any further. Such an inquiry may be impermissible under ADA and HIPAA.

At least two (2) reference checks are strongly recommended on all tentatively selected candidates. (see the Pre-employment Reference Checklist form -Appendix C).

## Hiring Guidelines

- ◆ **Verify past behavior** - A person's past behavior is a good indicator of future performance. Do everything possible in the interview and reference check process to outline past behavior.
- ◆ **Hire for attitude.** Positive attitude cannot be taught, whereas most skills and subject matter expertise can be.
- ◆ **Hire for long-term.** In general, hire a person that can expect to work with the City for at least 10 years, so hire for the long-term. Do not let short-term considerations unduly influence one's decision.
- ◆ **Consider the short-term.** On the other hand, don't eliminate someone because it is believable that they won't stay long. A few years with a star performer is worth the time spent and the opportunity to change their career perspective.
- ◆ **Encourage diversity.** Be open to hiring those who look, dress, and talk differently than you. Our offices are enriched by people with varied backgrounds and cultures.
- ◆ **Use office values.** Office values should be a guide in the decision-making process. They detail those ideals most important to the office environment.
- ◆ **Settle only for the best.** If no candidate is suitable, do not settle on a lesser-qualified candidate. It is better to spend the time to pursue new applicants than to burden the

office with a substandard performer. During this period, it may be possible to hire temporaries until a qualified candidate is found.

- ◆ **Conduct reference checks.** Do not hire any candidate without obtaining a positive reference. Always conduct reference checks, even for internal hires. Always review a current employee's personnel file.

## **Hiring Procedure**

Once a candidate is selected, the manager calls and makes an offer contingent upon satisfactory completion of the medical examination and drug screening. If the candidate accepts and no contingencies exist, the manager contacts Human Resources to arrange medical exam and start date. Some possible contingencies that may delay start date are:

- ◆ Candidate requests higher pay step than introductory (if this occurs and has been agreed upon with, the manager must inform the candidate that it still has to be approved by the Human Resources Director)
- ◆ Candidate cannot start as soon as requested due to current employment, planned vacation, etc.

Once the above exigencies are solved, Human Resources will contact the manager with a tentative start date.

## **PROBATIONARY PERIOD**

## V. PROBATIONARY PERIOD

### Final Step in Testing Process

The probationary period is the final step in the testing process. It should be treated as that and the new employee should be so informed. The probationary period is 9 months (sometimes 12 months) which may be extended an additional 3 month period at the discretion of the City Manager. This time is used to train the new employee and to verify a fit between job and employee.

### Regular Evaluations

During this period, the supervisor performs the formal employee performance evaluations on a regular basis, as a matter of policy. The probation period is divided into three equal evaluation periods, and an evaluation is performed during each.

### Final Evaluation

The supervisor should have learned the employee's strengths and weaknesses prior to the last evaluation, and the decision whether this employee will be permanent should now be clear. If it should take until the final evaluation period to make this determination, and the employee is a previous City employee that will be released, timing is critical for that employee in order to exercise his or her return rights, provided a vacant position is then available.

As a general rule, a probationary employee may be released during the probationary period for any reason other than discrimination based on race, color, religion, sex, national origin, political belief, age, or physical or mental disability.

### Importance of Regular Meetings

Especially during the period prior to the first formal evaluation, it is very important for the supervisor to meet regularly (preferably weekly) with the new employee to discuss strengths, weaknesses, and expectations. Even if only for 10 minutes, these meetings allow the employee to verify the things he/she is doing right and time to correct areas that need improvement. Weekly guidance is especially important for newly promoted personnel in supervisory/lead-worker type positions. Too often, employees who were great line workers are promoted to supervisory roles with little guidance. Their performance, and that of their staff, ultimately suffers needlessly without regular, targeted reviews and directions.

### Out-of-Cycle Evaluations

Supervisors can perform evaluations earlier in an evaluation period. This could occur if an employee's performance is obviously substandard, the supervisor has significant concerns about the employee passing probation, and the supervisor wants to formally bring those concerns to the attention of the employee. A Performance Improvement Plan (PIP) may be necessary. The decision to conduct an out-of-cycle evaluation and/or to put an employee on a PIP should be discussed with the Human Resources before proceeding.

## **APPENDIX**

### A. APPLICANT CERTIFICATION, RELEASE, AND AUTHORIZATION

I hereby give the City of American Canyon (City) or its duly authorized representative the right to conduct a background investigation and/or reference check to assess my suitability for the position of \_\_\_\_\_. I understand that the investigation and report(s) may include inquiry into my current and past employment, education, criminal or civil records checks, driving record, and verification of social security number, licenses or certifications and inquiries into activities such as sexual harassment, workplace violence, theft and workers' compensation fraud. I release from all liability, claims, or damages all persons, companies, schools and corporations that supply such information. I indemnify the City and its representative against any liability which might result from making such investigation. Additionally, I agree that the City or its representative may obtain an investigative consumer report or other information regarding me at the discretion of the City.

I understand that any false answers, statements, implications, or derogatory information made by me or which is revealed as a result of this background investigation based on information supplied in any application for employment, or other required documents, may be considered sufficient cause for denial of employment or discharge.

Credit report to be done:  No  Yes [To be filled out by the Hiring Authority]

Should an investigative consumer report be obtained from an Investigative Consumer Reporting Agency in connection with my application for employment, I understand that I have a right to receive a copy of my report, free of charge, by checking the box below.  
 PLEASE PROVIDE ME A COPY OF ANY REPORT GENERATED ON ME AS A RESULT OF THIS APPLICATION FOR EMPLOYMENT.

**By my signature below, I hereby authorize the City or its duly authorized representative to conduct a background/reference check as outlined above. I have read and understood the "Summary of your Rights Under the Fair Credit Reporting Act" (see attached), a copy of which I acknowledge receiving.**

Applicant/Employee Name: \_\_\_\_\_  
(Please print)

Applicant/Employee Address: \_\_\_\_\_ Phone: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

[Date of Birth is collected for the sole purpose of expediting your background investigation; it is not a factor considered in the evaluation of your application for employment]

Driver's License Number: \_\_\_\_\_ State: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Today's Date: \_\_\_\_\_ Applicant/Employee Signature: \_\_\_\_\_

## **B. A Summary of Your Rights Under The Fair Credit Reporting Act**

The federal Fair Credit Reporting Act (FCRA) is designed to promote accuracy, fairness, and privacy of information in the files of every "consumer-reporting agency" (CRA). Most CRAs are credit bureaus that gather and sell information about you -- such as if you pay your bills on time or have filed bankruptcy -- to creditors, employers, landlords, and other businesses. You can find the complete text of the FCRA, 15 U.S.C. 1681-1681u, at the Federal Trade Commission's web site (<http://www.ftc.gov>). The FCRA gives you specific rights, as outlined below. You may have additional rights under state law. You may contact a state or local consumer protection agency or a state attorney general to learn those rights.

- You must be told if information in your file has been used against you. Anyone who uses information from a CRA to take action against you -- such as denying an application for credit, insurance, or employment -- must tell you, and give you the name, address, and phone number of the CRA that provided the consumer report.
- You can find out what is in your file. At your request, a CRA must give you the information in your file, and a list of everyone who has requested it recently. There is no charge for the report if a person has taken action against you because of information supplied by the CRA, if you request the report within 60 days of receiving notice of the action. You also are entitled to one free report every twelve months upon request if you certify that (1) you are unemployed and plan to seek employment within 60 days, (2) you are on welfare, or (3) your report is inaccurate due to fraud. Otherwise, a CRA may charge you up to eight dollars.
- You can dispute inaccurate information with the CRA. If you tell a CRA that your file contains inaccurate information, the CRA must investigate the items (usually within 30 days) by presenting to its information source all relevant evidence you submit, unless your dispute is frivolous. The source must review your evidence and report its findings to the CRA. (The source also must advise national CRAs -- to which it has provided the data -- of any error.) The CRA must give you a written report of the investigation, and a copy of your report if the investigation results in any change. If the CRA's investigation does not resolve the dispute, you may add a brief statement to your file. The CRA must normally include a summary of your statement in future reports. If an item is deleted or a dispute statement is filed, you may ask that anyone who has recently received your report be notified of the change.
- Inaccurate information must be corrected or deleted. A CRA must remove or correct inaccurate or unverified information from its files, usually within 30 days after you dispute it. However, the CRA is not required to remove accurate data from your file unless it is outdated (as described below) or cannot be verified. If your dispute results in any change to your report, the CRA cannot reinsert into your file a disputed item unless the information source verifies its accuracy and completeness. In addition, the CRA must give you a written notice telling you it has reinserted the item. The notice must include the name, address and phone number of the information source.
- You can dispute inaccurate items with the source of the information. If you tell anyone -- such as a creditor who reports to a CRA -- that you dispute an item, they may not then report the information to a CRA without including a notice of your dispute. In addition, once you've notified the source of the error in writing, it may not continue to report the information if it is, in fact, an error. Outdated information may not be reported. In most cases, a CRA may not report negative information that is more than seven years old; ten years for bankruptcies.
- Access to your file is limited. A CRA may provide information about you only to people with a need recognized by the FCRA -- usually to consider an application with a creditor, insurer, employer, landlord, or other business.
- Your consent is required for reports that are provided to employers, or reports that contain medical information. A CRA may not give out information about you to your employer, or prospective employer, without your written consent. A CRA may not report medical information about you to creditors, insurers, or employers without your permission.
- You may choose to exclude your name from CRA lists for unsolicited credit and insurance offers. Creditors and insurers may use file information as the basis for sending you unsolicited offers of credit or insurance. Such offers must include a toll-free phone number for you to call if you want your name and address removed from future lists. If you call, you must be kept off the lists for two years. If you request, complete, and return the CRA form provided for this purpose, you must be taken off the lists indefinitely.
- You may seek damages from violators. If a CRA, a user or (in some cases) a provider of CRA data, violates the FCRA, you may sue them in state or federal court.

The FCRA gives several different federal agencies City to enforce the FCRA:

<b>For Questions or Concerns Regarding:</b>	<b>Please contact:</b>
CRAs, creditors and others not listed below	Federal Trade Commission Consumer Response Center - FCRA Washington, DC 20580 202-326-3761
National banks, federal branches/agencies of foreign banks (word "National" or initials "N.A." appear in or after bank's name)	Office of the Comptroller of the Currency Compliance Management Mail Stop 6-6 Washington, DC 20219 800-613-6743
Federal Reserve System member banks (except national banks, and federal branches/agencies of foreign banks)	Federal Reserve Board Division of Consumer & Community Affairs Washington, DC 20551 202-452-3693
Savings associations and federally chartered savings banks (word "Federal" or initials "F.S.B." appear in federal institution's name)	Office of Thrift Supervision Consumer Programs Washington, DC 20552 800-842-6929
Federal credit unions (words "Federal Credit Union" appear in institution's name)	National Credit Union Administration 1775 Duke Street Alexandria, VA 22314 703-518-6360
State-chartered banks that are not members of the Federal Reserve System	Federal Deposit Insurance Corporation Division of Compliance & Consumer Affairs Washington, DC 20429 800-934-FDIC
Air, surface, or rail common carriers regulated by former Civil Aeronautics Board or Interstate Commerce Commission	Department of Transportation Office of Financial Management Washington, DC 20590 202-366-1306
Activities subject to the Packers and Stockyards Act, 1921	Department of Agriculture Office of Deputy Administrator - GIPSA Washington, DC 20250 202-720-7051

### C. PRE-EMPLOYMENT REFERENCE CHECKLIST

At least two reference checks are strongly recommended prior to extending an offer of employment. All forms are to be retained at the City for retention and for possible future reference. A copy of the reference check form, only for the candidate to whom you have offered a position, shall be sent to Human Resources.

Name of Candidate Being Considered: \_\_\_\_\_ SS# \_\_\_\_\_

Date of Interview: \_\_\_\_\_ Job Title \_\_\_\_\_

Interviewer's Name (s) \_\_\_\_\_

1) **Review the application.** Under the heading CERTIFICATIONS verify authorization for the City to obtain information regarding job performance from previous employers. Permission should also be requested during the interview, as well as any follow-up questions. Have the candidate complete the “Applicant Certification, Release, and Authorization” form found in Appendix A. Give the candidate a copy of Appendix B, “A Summary of Your Rights Under the Fair Credit Reporting Act” for them to keep.

2) **Check at least two references, and complete corresponding documentation.** You may check more than two references if you feel it is necessary and/or relevant. At times you may encounter employers that do not provide any information beyond dates of employment. In such cases, verify if that is the policy for all reference checks, or whether that is all the information they are providing for the employee in question. This could be a flag that there may be more to explore. (One personal reference may be used if the contact is able to adequately address the candidate's ability to perform the job.) Whenever possible, check with the immediate supervisor. It is extremely important to speak with someone who is familiar with the candidate's work performance. If you cannot get any references at all, do not offer the person a job. Call Administrative Services if you have any questions.

Ask questions that are relevant to job performance, and specific to the position, using the attached format. The space labeled "other" is for you to develop a question(s) specific to the position. For example, if the particular position requires public contact, ask how the employee handled an upset or angry customer. If the position requires a particular knowledge or skill, ask specifically about the employee's performance utilizing this skill.

3) **After checking references, determine whether the candidate should be considered for hire at this time.** When in doubt, don't hire the candidate; seek more information. The goal is to hire the best candidate for the position. While the reference check process is a tool to assist you in hiring, you still have the probationary period to make your final evaluation before someone becomes a “permanent” employee. We are seeking permanent employees that will be productive contributors to the City’s team.

**D. REFERENCE CHECKS**

**Telephone Reference Check**

**Date:** \_\_\_\_\_

**ELIGIBLE NAME:** \_\_\_\_\_

**AVAILABLE POSITION:** \_\_\_\_\_

**PREVIOUS/PRESENT EMPLOYER CONTACTED:**

\_\_\_\_\_

**PHONE:** \_\_\_\_\_

**INDIVIDUAL CONTACTED:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_

**WORKING RELATIONSHIP TO ELIGIBLE:** \_\_\_\_\_

The **City** is considering the employment of **(Name)** \_\_\_\_\_ in the position of \_\_\_\_\_, and he/she has given your name and organization as a reference. We would appreciate it if you would provide us with information regarding his/her employment with your organization. The information we are requesting will be recorded in written format and will be maintained in a confidential manner.

**PREVIOUS/PRESENT INFORMATION REGARDING ELIGIBLE:**

**WORKING TITLE:** \_\_\_\_\_

**DATES OF EMPLOYMENT:** \_\_\_\_\_

I will now describe the **City** position for which we are considering **(Name)** \_\_\_\_\_ and I will ask you to describe some of the aspects of the job **(Name)** \_\_\_\_\_ held in your organization.

The major knowledge, skills, and abilities required to perform the duties of the \_\_\_\_\_ classification with the **City** are:

**KNOWLEDGE:**

**SKILLS:**

**ABILITIES:**



## **E. EDUCATION VERIFICATION FOR REFERENCE CHECKING**

**Caller's Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Caller's Department:** \_\_\_\_\_

Post high school education should be verified if the education is required for the job or if the education was a major factor in selecting the individual as a finalist. Normally this is done only for the final eligibles as part of the reference checking process.

Contact the school's Registrar's Office or Office of Student Records (the most common names used).

- Provide them with the candidate's name (some may ask for Social Security Number), and ask them to verify the education claimed. For example, "Tom Student indicated he received a master's degree in accounting in 2001. Can you confirm this?"
- Generally, schools will not answer the question, "How many credit hours does Tom Student have?"

If you are having difficulty verifying education, discuss the matter with the candidate. Schools deal with a large volume of records and recordkeeping errors can happen.

At times, there is fear that a college or university is a "diploma mill." Most "legitimate" institutions are "accredited" by the Council for Higher Education Accreditation. Check their website at: <http://www.chea.org/search/default.asp> for a listing of all accredited college and universities.

## F. Hiring Procedure Checklist

**Vacancy** (upon termination, resignation, promotion, retirement):

- Obtain permission from City Manager to fill vacancy (may require position justification)
- Complete and submit a Staff Requisition Form to HR with approval signature from Finance
- Obtain hiring list (or comparable list) and consider candidates for hiring interview; if no list, a new test and recruitment will be scheduled to establish a new hiring list
- Conduct hiring interviews with candidates selected from hiring list
- Check references on prospective employee; obtain their permission first, preferably in writing
  - Complete Reference Check form for each contact (Appendix C and D of this Handbook)
- Contact HR with top candidate's name so that the fingerprinting appointment can be made
  - Begin discussions with top candidate regarding starting salary step and start date; for starting salary above Step A, send written justification to HR Director for approval before any salary offer is made to the candidate

### **Hire:**

- Notify HR regarding selected candidate
- Once fingerprinting results are received and reference checks are completed and everything checks out well, HR will:
  - Schedule medical exam and drug screen
  - Provide actual start date, salary, and other information in a job offer letter
  - Once hired, will have necessary forms completed by employee
- Upon hire but before employee start date, department prepares for new employee (use "New Employee Checklist that follows in Appendix):

### **Probationary Period:**

- Complete and provide to employee the "Performance Planning Worksheet" from Performance Management Handbook along with a copy of their class description
- Conduct timely employee evaluations (at 3 months, 6 months, and 9 months for 9-month probationary periods; at 4 months, 8 months, and 12 months for 12-month probationary periods)
- Discuss and review progress with employee on regular and needed basis; develop at least three goals for last probationary evaluation for next one-year review period.

## G. New Employee Checklist – Department

<b>EMPLOYEE INFORMATION</b>			
Name:	Start date:		
Position/Dept:	Supervisor:		
<b>WELCOME</b>			
<input type="checkbox"/> Make the employee feel welcome.	<ul style="list-style-type: none"> <li>Place a “welcome” card on employee’s desk</li> <li>Make yourself available most of the first day</li> <li>Plan to have lunch with the new employee and other staff</li> <li>Place a name marker at the work space even if it is just a paper one</li> <li>Have workplace cleaned and stocked with supplies</li> </ul>		
<b>ADMINISTRATIVE PROCEDURES</b>			
<input type="checkbox"/> Review general administrative procedures.	<ul style="list-style-type: none"> <li>Office/desk/work station</li> <li>Keys</li> <li>Mail (incoming and outgoing)</li> <li>Shipping (FedEx, DHL, and UPS)</li> <li>Business cards</li> <li>Purchase requests</li> <li>Uniforms (ordering and cleaning)</li> </ul>	<ul style="list-style-type: none"> <li>Telephones</li> <li>Building access codes</li> <li>Conference rooms</li> <li>Picture ID badges</li> <li>Expense reports</li> <li>Office supplies</li> <li>Staff meetings</li> </ul>	
<b>INTRODUCTIONS AND TOURS</b>			
<input type="checkbox"/> Give introductions to department staff and key personnel during tour.			
<input type="checkbox"/> Assign “buddy” employee to answer questions and be available (make sure the “buddy” demonstrates the behaviors you appreciate and the performance you expect, and who is reasonably available. They should be a good communicator and have a positive attitude. Use the “Buddy” guidelines from HR).			
<input type="checkbox"/> Acquaint new employee with departmental goals, policies, and unwritten rules or customs.			
<input type="checkbox"/> Tour of facility, including:	<ul style="list-style-type: none"> <li>Restrooms</li> <li>Mail areas</li> <li>Copy areas</li> <li>Fax machines</li> </ul>	<ul style="list-style-type: none"> <li>Bulletin board</li> <li>Parking</li> <li>Printers</li> <li>Office supplies</li> </ul>	<ul style="list-style-type: none"> <li>Kitchen</li> <li>Coffee/vending machines</li> <li>Break areas</li> <li>Emergency exits and supplies</li> </ul>
<b>POSITION INFORMATION</b>			
<input type="checkbox"/> Introductions to team.			
<input type="checkbox"/> Review initial job assignments and training plans.			
<input type="checkbox"/> Review job description and performance competencies, goals, and standards.			
<input type="checkbox"/> Review job schedule and hours (if the employee is to be on an alternate work schedule, make sure they have completed the form).			
<input type="checkbox"/> Review payroll timing (calendar), time clocks (if applicable), timesheets, time off, and overtime requests/forms.			
<b>COMPUTERS</b>			
<input type="checkbox"/> Hardware and software reviews, including:	<ul style="list-style-type: none"> <li>E-mail</li> <li>Intranet</li> </ul>	<ul style="list-style-type: none"> <li>Microsoft Office System</li> <li>Data on shared drives</li> </ul>	<ul style="list-style-type: none"> <li>Databases</li> <li>Internet</li> </ul>

Signatures once this part of the orientation is complete (return to HR):

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Departmental Signature

\_\_\_\_\_  
Date

## H. COMMON INTERVIEW QUESTIONS

Typically, a wide variety of questions can be used to gain information about a candidate's job skills. Use these questions as a guide to help develop questions that target specific skill requirements.

### Warm-up Questions

Warm-up questions are designed to be “ice-breakers.” They should follow the 'rapport-building' questions that lead the interview. Warm-up questions may not provide information to base a hiring decision since they are standard, anticipated questions. However, they encourage applicants to talk about themselves, especially for applicants who are not very expressive.

1. Tell me about your last job (or job most relevant to this job).
2. Describe a typical day at your last job.
3. What did you enjoy doing most (least) on your last job? Why?
4. If you could have changed one thing about your last job, what would you have suggested?
5. To what extent did you act independently?
6. What kind of decisions did you make?
7. Among the supervisors you have had, which one was the best? Why?
8. What are you most proud of doing during your working career to date? (Greatest accomplishment)
9. What would be your ideal job?
10. What is your most difficult work-related situation?
11. What has been your greatest disappointment?
12. What has caused you the most frustration – when you just couldn't get the job done?
13. What is most appealing to you about this job?
14. Do you prefer to work alone or in a group? Why?
15. Do you prefer specific directions or non-specific assignments? Why?
16. What would your last boss say about your strengths? What areas would they say you needed coaching?

Education: The following questions would be more meaningful to a recent graduate than to an applicant with five or more years experience.

1. Tell me about what you did in school? What courses did you take? What did you like best?
2. What courses did you like best in school? What courses did you least like in school?
3. Which courses did you do well in? Which course did you not do well in?
4. What did you want to obtain from school? Did you get what you wanted?
5. Why did you decide on your particular major?
6. Have you taken any specialized training or courses since leaving school? What did you take?

### **Performance Skill Questions**

Typically, a wide variety of questions can be used to gain information about a candidate's job skills. Use these questions to develop questions that target a specific job's skill requirement.

### **Self Skills**

1. Describe a time on any previous job when you were faced with problems or stresses that tested your coping skills. What did you do?
2. Tell me about a time when you were placed in a situation that posed an ethical dilemma. What did you do?
3. Tell me about a time when you had to take a position that went counter to a group. How did you manage?
4. Can you recall a time when you had to resolve a conflict at work with either a colleague or an employee? Tell me how you did it.
5. Tell me about a time when you were part of a group that didn't work well together. Tell me about the group and how you handled the situation.
6. Give an example of when you could not participate in a discussion or could not finish a task because you did not have enough information.
7. Give an example of when you had to be relatively quick in coming to a decision. Describe the situation and the decision you made.

### **Other Skills**

8. Tell me about a time when you had to use verbal skills to get a point across that was important to you.
9. Tell me about a job experience when you had to speak up to be sure that others knew what you thought or felt?
10. Give me an example of when you built motivation in your co-workers or subordinates.
11. Give me an example of when you successfully communicated with another, even when that individual may not have personally liked you.
12. Describe a situation when you effectively "read" another person and guided your actions by your understanding of their personal needs or values.
13. Describe a time when it was necessary to modify or change your actions to respond to the needs of another person.

14. Give an example of when you had to understand another person or situation to be effective in guiding your action or decision.
15. What did you do in your last job to contribute toward a team environment?
16. Describe a situation when you positively influenced the actions of others in a desired direction.
17. Give an example of when there was a miscommunication with one of your co-workers/ subordinates/bosses. How did you solve the miscommunication?
18. Describe a time when you had a disagreement with someone you had to continue working with. How did you handle the disagreement or situation?
19. Describe your worst customer or coworker and explain how you handled him or her.
20. Tell me about a situation in the past year when you had to deal with a very upset customer or coworker.
21. Describe a situation in which others within your organization depended on you.
22. Describe your most recent group effort.

### **Environment Questions**

23. Give me an example of a specific occasion when you conformed to a policy with which you did not agree.
24. Describe a situation when it was necessary to be very attentive to your environment.
25. Give an example of when you had to use your fact-finding skills to solve a problem. Tell me how you analyzed the information to make a decision.
26. Give me an example of any job-related problem and explain how you solved it.
27. Have you worked in a situation with constant surprises or unexpected events? How did you handle them?

### **Task Skills**

28. Give me an example of an important goal that you set in the past. Tell me about your success in reaching it.
29. Describe the most significant written document, report or presentation that you completed.
30. Give me an example when you had to go above and beyond the call of duty to get a job done.
31. How did you organize and plan your work in your previous job?
32. Describe the most creative work-related project you have completed.

## I. PERMITTED MEDICAL INTERVIEW QUESTIONS

### CITY:

ADA Title II, Section 102

### LEGAL REQUIREMENTS:

a) A covered entity may not make inquiries as to whether an applicant is an individual with a disability, or as to the nature or severity of disabilities.

**1. It is illegal to ask interview questions which force a job candidate to reveal the presence of, or nature and severity of, a disability as such inquiries could lead to discrimination in the hiring process.**

**a. It is illegal to ask:**

Sick leave balances from a current or former job

Sick leave balances from a previous department or supervisor.

**b. However, in order to evaluate attendance it is legal to ask:**

If a person is able to meet an attendance standard. (i.e., "We need someone here from 8 - 5, M - F. Can you meet this attendance requirement?")

How an applicant can perform specific job functions, tasks, or duties (as long as questions are not phrased in terms of a disability.)

**2. Applicants with obvious disabilities can be asked to explain or demonstrate how they will be able to perform essential job functions, with or without an accommodation.**

a. It is illegal to ask such applicants about treatment or prognosis.

**Disability Related Inquiries During the Interview Process** are inquiries/ a series of inquiries that are likely to elicit information about a disability. Inquiring about the ability to perform job functions are not disability-related inquiries.

The following examples are inquiries which are not disability-related:

- Can you perform the functions of this job (essential and/or marginal), with or without reasonable accommodation?
- Please describe/demonstrate how you would perform these functions (essential and/or marginal).
- Can you meet the attendance requirements of this job? How many days did you take leave last year?
- Do you illegally use drugs? Have you used illegal drugs in the last two years?
- Do you have the required licenses to perform this job?

- How an applicant can perform specific job functions, tasks, or duties (as long as it is not phrased in terms of a disability.)
- Applicants with obvious disabilities can be asked to explain or demonstrate how they will be able to perform essential job functions, with or without an accommodation.

The following examples are illegal disability-related inquiries:

- Do you have AIDS? Do you have asthma?
- Do you have a disability which would interfere with your ability to perform the job?
- How many days were you sick last year?
- Have you ever filed for workers' compensation?
- Have you ever been injured on the job?
- How much alcohol do you drink each week? Have you ever been treated for alcohol problems?
- Have you ever been treated for mental health problems?
- What prescription drugs are you currently taking?
- What are your sick leave balances from your current or previous job?
- How would you rate your sick leave balances? (high-medium-low, 1 to 10, etc.)
- Are you currently undergoing treatment for your cancer? What is your prognosis?

## J. – Sample Job Announcement and Benefits Summaries

**The City of American Canyon Invites  
Applications for:**

## **UTILITY OPERATOR III**

**FINAL FILING DATE: NOVEMBER 29, 2005**



### **THE POSITION**

To oversee, schedule and participate in a variety of skilled technical duties and semi-skilled labor in the operation and maintenance of the City's water facility; and to perform a variety of technical tasks relative to assigned area of responsibility.

---

### **MINIMUM QUALIFICATIONS**

#### **Experience & Education:**

Three years of full-time increasingly responsible experience performing water treatment operation duties and equivalent to the completion of the twelfth grade supplemented by college-level coursework in the natural sciences and/or treatment plant operations.

#### **Certificate & License:**

Grade T3 Department of Health Service Treatment Plant Operator's Certificate

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### **THE SELECTION PROCESS**

The City of American Canyon application and the supplemental questionnaire must be fully completed and received in the Human Resources office by 5:00 pm on November 29, 2005. (POSTMARKS NOT ACCEPTED). Application materials are available at and must be submitted to: 300 Crawford Way, American Canyon, CA 94503, (707) 647-4361.

All applications and supplemental questionnaires will be reviewed and rated based upon experience and/or training so it is important to be thorough and complete in your responses to the supplemental questions. Each applicant who meets the minimum qualifications will have their experience and training rated based upon the information provided by the applicant. All qualified applicants will then be

---

### **COMPENSATION AND BENEFITS**

**Monthly Salary: \$4,586—\$5,574**

The City provides a generous benefits package which is outlined on the back of this job announcement.

J. Back of job Announcement, depending upon type of job:

**Benefits for City Employees -  
General**

**Benefits**

- Fully paid medical coverage for employee and dependents.
- Employees covered by another insurance plan may be eligible for reimbursement of 1/2 of the City's insurance premium that would have otherwise been paid on behalf of the employee.
- City paid retiree health benefits.
- \$231.75 "Cafeteria Plan" towards Life, Group LTD, Dental and Vision Insurance and an Employee Assistance Program.
- Several "family friendly" benefits such as sick leave for dependent care, bereavement, and flexible work schedules.
- Employee Housing Assistance program, subject to available funds.

**Paid Leave**

**Vacation:** 12 days = 0-3 years of service  
15 days = 4-9 years of service  
20 days = 10-15 years of service  
24 days after 16 years of service

**Sick Leave:** 12 days per year.

**Holidays:** 14.5 paid holidays per year.

**Vacation Same as Cash:** Employees may convert a portion of their accumulated vacation to the equivalent amount of cash.

**Longevity Pay**

After the completion of 10 years = \$100 per month  
After the completion of 15 years = \$150 per month  
After the completion of 20 years = \$200 per month  
After the completion of 25 years = \$250 per month

**Union Representation**

The City of American Canyon is an Agency Shop. Positions subject to agency shop shall as a condition of continued employment, have 30 days from the date of hire to either join the union or pay a fee equivalent to its standard dues, initiation and general assessment.

**Retirement Plan - CalPERS 2% @ 55 formula**

Employees are covered by the Public Employee's Retirement Systems (PERS). Employees seven percent contribution is employee paid. Retirement enhancements include the following:

- Sick Leave Conversion
- Military Buy-back
- Single Highest Year Compensation
- Indexed Level Pre-retirement Survivor Benefits
- Post-retirement Survivor Benefits (effective 7-1-05)

The City provides deferred compensation programs that employees may participate in.

**Benefits for City Employees -  
Mid-Management**

**Benefits**

- Fully paid medical coverage for employee and dependents.
- Employees covered by another insurance plan may be eligible for reimbursement of 1/2 of the City's insurance premium that would have otherwise been paid on behalf of the employee.
- City paid retiree health benefits.
- \$283.25 "Cafeteria Plan" towards Life, Group LTD, Dental and Vision Insurance and an Employee Assistance Program.
- Several "family friendly" benefits such as sick leave for dependent care, bereavement, and flexible work schedules.
- Employee Housing Assistance program, subject to available funds.

**Paid Leave**

**Vacation:** 12 days = 0-2 years of service  
15 days = 3-5 years of service  
20 days = 6-10 years of service  
25 days after 11 years of service

**Management Leave:** 13.5 days per fiscal year

**Sick Leave:** 12 days per year.

**Holidays:** 14.5 paid holidays per year.

**Vacation Same as Cash:** Employees may convert a portion of their accumulated vacation to the equivalent amount of cash.

**Longevity Pay**

After the completion of 10 years = \$100 per month  
After the completion of 15 years = \$150 per month  
After the completion of 20 years = \$200 per month  
After the completion of 25 years = \$250 per month

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- Indexed Level Pre-retirement Survivor Benefits
- Post-retirement Survivor Benefits (effective 7-1-05)

**401A Deferred Compensation Plan**

The City will make a contribution of one percent of the employee's salary. Note: Bargaining unit employees are required to contribute 2% toward the plan. Employees may choose to contribute up to 10%.

**Benefits for City Employees -  
Management/Confidential**

**Benefits**

- Fully paid medical coverage for employee and dependents.
- Employees covered by another insurance plan may be eligible for reimbursement of 1/2 of the City's insurance premium that would have otherwise been paid on behalf of the employee.
- City paid retiree health benefits.
- City paid Life, Group LTD and Vision Insurance and an Employee Assistance Program.
- City paid dental on behalf of employee, with a \$50 contribution toward dependent coverage.
- \$150 "Cafeteria Plan" contributed on account of each employee to be expended by the employee on benefits selected from the City's Benefits Program, in addition to the benefits specifically granted to management employees herein, or to be received as monthly cash payment.
- Several "family friendly" benefits such as sick leave for dependent care, bereavement, and flexible work schedules.
- Employee Housing Assistance program, subject to available funds.

**Paid Leave**

***Vacation:*** 12 days = After first year of service  
15 days = After two years of service  
20 days = After five years of service  
25 days = After ten years of service

***Management Leave:*** 15 days per fiscal year

***Sick Leave:*** 12 days per year.

***Holidays:*** 14.5 paid holidays per year.

***Vacation Same as Cash:*** Employees may convert a portion of their accumulated vacation to the equivalent amount of cash.

**Retirement Plan - CalPERS 2% @ 55 formula**

Employees are covered by the Public Employee's Retirement Systems (PERS). Employees seven percent contribution is employee paid. Retirement enhancements include the following:

- Sick Leave Conversion
- Military Buy-back
- Single Highest Year Compensation
- Indexed Level Pre-retirement Survivor Benefits
- Post-retirement Survivor Benefits (effective 7-1-05)

**401A Deferred Compensation Plan**

The City will make a contribution of two percent of the employee's salary, one percent for confidential. Note: Bargaining unit employees are required to contribute 2% toward the plan. Employees may choose to contribute up to 10%