

Hiring Practices

Panelists:

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Moderator

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Quote from
Dee Hock,
CEO Emeritus,
VISA

**“Hire and promote
first on the basis of integrity;
second, motivation;
third, capacity;
fourth, understanding;
fifth, knowledge; and
last and least, experience.**

**Without integrity, motivation is dangerous;
without motivation, capacity is impotent;
without capacity, understanding is limited;
without understanding, knowledge is meaningless;
without knowledge, experience is blind.**

**Experience is easy to provide and quickly put to good use
by people with all the other qualities.”**

Be Careful Out There!

Manage Your Hiring Process

- **Prevent bad decisions**
- **Use a process that is legally defensible***

**Legal points to remember document online*

Preparation

What are you really looking for?

- **KSA – Knowledge, Skills and Abilities***
- **Minimum qualifications**
- **Preferred qualifications**
- **Certifications and licenses**
- **Salary budget**



**Sample online*

Getting the Right People to Apply

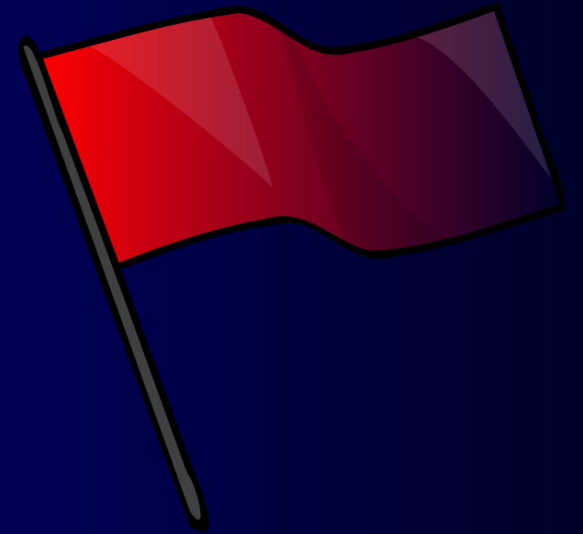
- **Soliciting the right applicants**
- **Getting the word out**
 - **NCLM**
 - **Social media**
 - **Professional association websites**
 - **SOG listserv**
 - **Newspaper**
 - **Craigslist**
 - **Monster, etc.**



What do you look for in an application?

- **Application*** vs. resume
- **Supplemental questions***
- **Red flags**
- **Legal information**

* *Sample online*



The Selection Process

- Interviews
- Skills testing*
- Assessment center
- Informal meeting

**Sample payroll quiz online*



The Interview Process



- Dos and Don'ts
- Interview questions
 - Search
<https://www.sog.unc.edu/resources/list-servs/finance-officers-and-directors-ncfinance>
- Selling the organization

Evaluating the Interview

- **Score cards***
- **Gut instinct**

**Sample online*



Checking Them Out

- **References**
- **Background**
- **Drug**
- **Credit**
- **Facebook / Linked In**

The Offer of Employment

- How to set the salary
- Negotiations
- Formal written contingent offer*

**Town of Cary standard online*



Not Done Yet...
You are NEVER Done...

- **Onboarding**
- **Probation period**
 - **3 month Interim reviews**
- **Retention**

Legal Points 1 of 2

LEGAL POINTS TO REMEMBER *Pre-Employment*

<u>ITEM</u>	<u>PROHIBITED INFORMATION</u> (Cannot be used to disqualify candidates. Any discussion should be avoided.)	<u>LAWFUL INFORMATION</u> (May be used to disqualify candidates where relevant).
AGE	Any inquiry on age, birth certificate. Any inquiry for purpose of excluding persons over 40.	Whether candidate meets minimum age requirements. Whether candidate can meet physical requirements of job.
ARREST RECORD	Any inquiry relating to arrest.	None
CONVICTION RECORD	Inquiries regarding convictions that do not relate to performing the particular job under consideration.	Inquiries about actual convictions that relate reasonably to performing a particular job. Examples: Job involving public safety or handling money.
CREDIT RATING	Any inquiries concerning charge accounts, credit rating, etc., that do not relate to performing the particular job under consideration.	Inquiries about credit rating, charge accounts, etc., that relate reasonably to performing the particular job in questions. Example: Job involving handling money.
EDUCATION	Disqualification of a candidate who does not have a particular degree unless employer has proven that the specific degree is the only way to measure a candidate's ability to perform the job in question.	Inquiries regarding degrees or equivalent experience. Information regarding courses relevant to a particular job.
DISABILITY	General inquiries that would elicit information about handicaps or a health condition that do not relate to job performance.	You may ask if a person can do the essential functions of the described job with or without reasonable accommodation if you ask all applicants. *
MARITAL AND FAMILY STATUS	Child care problems, unwed motherhood, contraceptive practices, spouses' preferences regarding job conditions. Inquiries indicating marital status, number of children, pregnancy. Any question directly or indirectly resulting in limitation of job opportunity in any way.	Whether candidate can meet work schedule. Whether candidate has activities, responsibilities, or commitments that may hinder meeting attendance requirements. (Should be asked of candidates of both sexes.)

Legal Points continued 2 of 2

Left Column – Prohibited Info

Right Column – Lawful if relevant

Legal Points to Remember

MILITARY RECORD	Discharge status, unless it is the result of a military conviction.	Type of experience and education in service as it relates to a particular job.
NAME	Inquiries to determine national origin, ancestry, or prior marital status.	Whether candidate has ever worked under a different name.
NATIONAL ORIGIN	Lineage, ancestry descent, mother tongue, birthplace, citizenship. National origin of spouse or parents.	Whether candidate is legally eligible to work in the United States.
ORGANIZATIONS	Inquiries about membership to determine the race, color, religion, sex, national origin, or age of candidate.	Inquiries that should not elicit discriminatory information.
RACE OR COLOR	Complexion, color of skin.	None
RELIGION	Religious preference, affiliation, denomination.	Whether candidate can meet work schedules of job with reasonable accommodation by employer if necessary.
SEX	Sex of applicant, where sex is not a bona fide occupational qualification (BFOQ).	None - The Town has no positions where sex is a bonafide occupational qualification.
WORK EXPERIENCE	Inquiries of protected class members based on generalizations about that class.	Candidate's previous job-related experience.

NOTE: Even if discriminatory information is volunteered by the applicant it can still result in a discrimination charge. Should this happen, even if it happens informally (i.e. during a tour) it is necessary for you to provide a disclaimer. Inform the applicant that "While that's interesting (or informative, etc.), we will not be using that information in making our selection decision." In the case of an applicant with a disability, you may discuss "reasonable accommodation" once the job has been fully described to the applicant. Most applicants requiring reasonable accommodations will initiate this discussion. They are almost always the best source for determining what is the most reasonable of accommodations, because they must constantly devise strategies to offset any limitations. (Remember, most applicants with disabilities will need little or no accommodation to perform the essential functions of a job.

Town of Cary Senior Accountant – Sample Job Description excerpt*

KNOWLEDGE, SKILLS AND ABILITIES:

Thorough knowledge of accounting practices, generally accepted accounting principles, governmental accounting and laws, ordinances and regulations governing municipal financial matters; thorough knowledge of governmental financial management practices; thorough knowledge of government auditing requirements; thorough knowledge of various financial reporting, CAFR reporting; thorough knowledge of government financial management software; ability to manage complex financial processes; ability to work under pressure on several projects simultaneously and within time constraints; ability to analyze a problem and make independent judgments without close supervision; ability to analyze financial information; ability to perform independent research and develop recommendations; ability to prepare concise and detailed reports; ability to communicate effectively both orally and in writing; ability to provide effective guidance to others within the department; ability to deal effectively with external auditors, consultants, other departments and finance staff members; ability to adapt to new and changing technology.

EDUCATION AND EXPERIENCE:

Any combination of education and experience equivalent to graduation from an accredited college or university with a bachelor's degree in accounting or a closely related field and considerable experience in government accounting.

*All Town of Cary job descriptions are online at www.townofcary.org

Town of Cary Online Application

Thank you for your patience until we update this slide



Sample Supplemental Questions , Senior Accountant

Supplemental Questions

- 1.Q:Which best describes your level of education?
- 2.Q:How many years of experience do you have in GOVERNMENT accounting?
- 3.Q:Please list the name of the GOVERNMENT agency where you gained accounting experience AND your job title in the space below. If you have no government accounting experience, please type "N/A".
- 4.Q:Do you have a bachelor's degree in accounting or a closely related field?
- 5.Q:Do you have experience implementing new accounting requirements and guidelines? If yes, details must be included in the work experience section of your application.
- 6.Q:Please describe the types of new accounting guidelines or requirements that you have implemented. If you have not implemented any new accounting guidelines or requirements, please type "N/A".
- 7.Q:Do you have experience with an accounting or finance system? If yes, details must be included in the work experience section of your application.
- 8.Q:Please list the name of the accounting or finance system that you have used in the space below. If you have not used an accounting or finance system, please type N/A.

Sample Payroll Test

Page 1 of 2

TEST – Payroll Technician

1. Circle all deductions that are typically considered pre-tax.
 - a. Town provided health insurance
 - b. 401k voluntary deductions
 - c. Contribution to Oasis (Town program to help pay Utility bills for those in need)
 - d. 457 voluntary deductions
 - e. Computer loan payment
 - f. NC retirement

2. What is the FICA % for the Town's portion?
 - a. 6.75%
 - b. 7.85%
 - c. 8.65%
 - d. 7.65%

3. List the 2 components of FICA.

4. What is a garnishment and how does it differ from a deduction?

5. The following is a list of various regulatory reports/forms. List the appropriate form (letter) in the blank by each description.
 - a. I-9
 - b. 1095
 - c. W-4
 - d. W-9
 - e. W-2
 - f. 1040
 - g. 941
 - h. 1099

_____ Annual form for reporting taxable wages & other payroll related info to IRS & employees

_____ Annual form (new starting 2016 for calendar 2015) for reporting health insurance benefits to IRS & employees.

_____ Quarterly form for reporting payroll details to IRS

_____ Form completed by employee for choosing federal income tax withholding option

Sample Payroll Test
Page 2 of 2

6. List things in order of how you think they should be processed:

- ___ Net pay calculations
- ___ Reporting/submit payment to NC retirement system
- ___ Hours worked & leave entry
- ___ Wage, benefit, Tax & deduction changes
- ___ Direct deposit file submittal

7. Solve to determine pre-tax wages.

- Gross wages = 1,000
- 401k voluntary deduction = \$40
- Health insurance, Family coverage = \$100
- Contribution to Oasis program = \$10
- NC retirement = \$60
- Tax garnishment = \$40

Answer \$ _____

8. In Microsoft Excel, what is the formula that totals all of the numbers in column C from row 25 to row 45?

Answer _____

9. For the following Excel functions/options, rate your understanding & knowledge with 5 being Extremely Knowledgeable and 1 being Not Knowledgeable.

- a. Worksheet or file referencing/linking _____
- b. Sorting _____
- c. Filtering _____
- d. Cell formatting _____
- e. Charts & graphs _____
- f. Pivot tables _____

Sample Score Card from City of Fayetteville

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Town of Cary
Sample Contingent Offer
Page 1 of 2

Dear (EMPLOYEE NAME),

This letter is to officially confirm an offer of employment with the Town of Cary for (POSITION) with the (DEPARTMENT). This position is classified at a Grade (XX) with a starting (HOURLY RATE FOR NON-EXEMPT OR BIWEEKLY RATE FOR EXEMPT), equivalent to (\$XX,XXX.XX) annually. This salary will be subject to mandatory deductions (i.e. 6% retirement), as well as any you may choose. You will be paid biweekly, on Fridays, via direct deposit. Your first day of work will be (DAY AND DATE). Please report to (SUPERVISOR NAME AND TITLE) at (TIME).

For a six-month period, you will be considered a probationary employee and receive a formal job evaluation at three month intervals. During your initial six-month probation period, you will accumulate vacation leave, but may not use it until you have completed the probation period. Upon successful completion of the probation, your status will change to that of "regular" employee. Thereafter, your performance will be reviewed (ANNUALLY/EVERY SIX MONTHS) and you will be eligible for a merit increase.

FOR EXEMPT EMPLOYEES USE: Your normal work schedule will be from (TIME AND DAYS OF WEEK). Due to the nature of our work, you may frequently work in excess of a 40-hour week with evening meetings and other obligations. Your position is classified as exempt from overtime, but as a general rule, we work with each individual employee to provide time off to make up for some of this time as the workload permits.

FOR NON-EXEMPT EMPLOYEES USE: Your normal work schedule will be from (TIME AND DAYS OF WEEK). At times there may be required overtime and flexibility in your work schedule.

The Town offers a very competitive benefit package that is frequently reviewed and evaluated for cost benefit to you and the Town. You should receive a new employee packet on your first day of work that contains all the information about your benefits and required forms that must be completed. PLEASE REMEMBER to bring documents that establish both identity and employment authorization as required in the I-9 form.

Congratulations on being chosen to join our team! The Town of Cary has a reputation as an excellent place to work, in part because of the culture and values of our organization. We are driven by our service philosophy: *Do the right thing, every day, with every person*. Our service standards of safety, helpfulness, tradition, and efficiency are the guiding principles behind this philosophy. We place special emphasis on hiring employees with an

Town of Cary
Sample Contingent Offer
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enthusiasm for providing exceptional customer service. The following “Key Behaviors” are deemed critical to the success of our organization and, therefore, are included on every employee performance evaluation. All Town employees are evaluated on:

Professional interaction

- Treats everyone (co-workers, citizens and all others) with dignity, respect, fairness, and honesty.
- Responds appropriately to the situation.
- Is polite by acknowledging and greeting (making eye contact, smiling) others.
- Uses an inviting tone of voice and avoids abruptness, yelling and sarcasm.
- Is accessible and approachable.
- Asks questions to seek additional information and clarification.

Follow through

- Researches and analyzes options.
- Is responsive by setting a reasonable time to fulfill the request and/or answer the question.
- Meets commitments.
- Returns or acknowledges phone messages, voice mail, e-mail, and pages within the next business day or according to department policy that requires a quicker response.
- Deals with and handles issues/concerns/requests and brings closure at the appropriate level.
- Gives factually correct information (avoids speculation, assumptions, guesses, hearsay and personal opinion).

In addition to the “Key Behaviors” outlined above, there are other expectations that apply to your specific role within our organization. As discussed in the interview: **(INSERT ANY EXPECTATIONS SPECIFIC TO THE POSITION; i.e. certifications, licenses, training, response-time requirements, on-call/call back requirements, etc.)**

You will find the Town of Cary an exciting place to work. We are happy you have accepted this position and hope that you find it to be challenging and rewarding. We look forward to working with you. Please let me know if I can be of any assistance.

Sincerely,