

Exempt Hiring Guide for Building a Talented, Diverse Workforce

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Diversity & Inclusion Mission Statement

Philadelphians want our City to be world class. In order to reach that status, the Kenney Administration is committed to building a government that mirrors the diversity of the City; fosters principles of inclusion; addresses racial, ethnic, special needs, gender, gender identity, sexual orientation, language and salary disparities within the workforce; lifts people from the grips of long term unemployment or poverty and reduces barriers in contracting so that everyone and every business has an opportunity within our geographical boundaries to fully participate and succeed. The Administration will partner with institutions in the private sector committed to increasing opportunities for minorities, women, people with special needs, persons irrespective of gender identity or sexual orientation and all others who have suffered from discriminatory practices; address disparate lending practices by directing commerce into those neighborhoods adversely impacted; and leverage the combined resources of the talent that makes up this City to grow the economy and our diverse cultures.

Exempt Hiring Process Summary

The following steps will insure the best outcome.

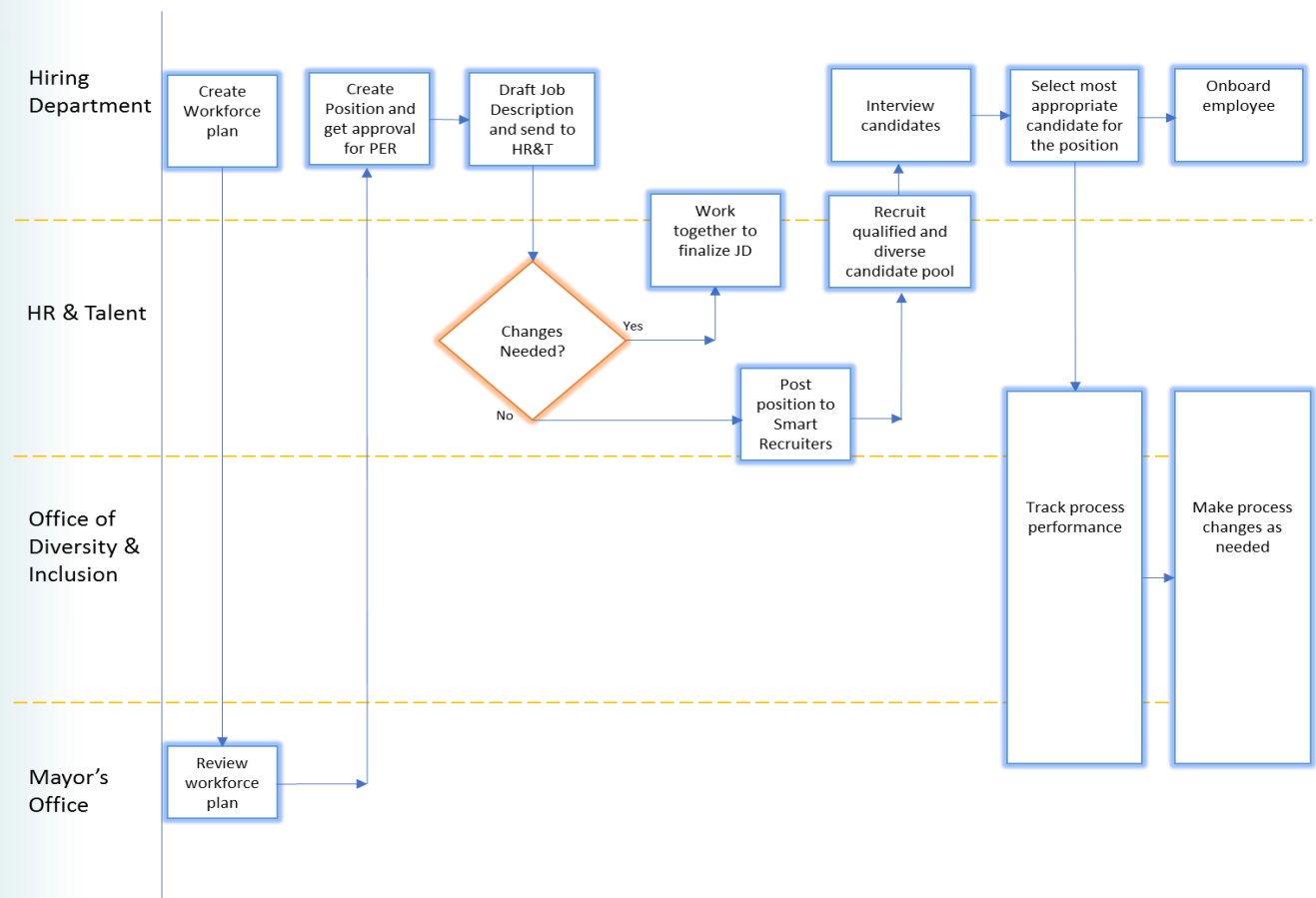
Step	Description	Responsibility
1.	Job Description for open position is created and sent to HR&T for posting	Hiring Department
2.	Funding Approvals	Hiring Department
3.	Insure Job description includes standard posting language	HR&T
4.	Review position to insure no overlap with civil service positions and post on City's website	HR&T
5.	Post on major job boards and work with hiring department to identify specialized posting options. Track open positions.	HR&T
6.	Review resumes and schedule candidates to interview.	Hiring Department
7.	Interview candidates and select the most appropriate person	Hiring Department
8.	Develop and Administer Integration Plan	Hiring Department

Introduction

The long-term goal of the Kenney Administration is to staff City government with the most talented people who are representative of all the people who live and work in the city. We want to help you achieve this goal by using best practices in the recruiting industry to attract a talented and diverse workforce. Using this process is required for all hiring of exempt employees. Below are the steps needed to Build a Talented Diverse Workforce for the City of Philadelphia.

NOTE: Managers with screening and hiring responsibilities must receive diversity and inclusion training.

Exempt Hiring Process Map



Step 1: FUNDING APPROVALS

The city has developed two processes to identify upcoming positions and insure that appropriate allocations are made to fund these positions. The Exempt Hire Workforce Plan is used for near term workforce planning. This tool is used to identify new positions and expected replacements over the next six months. This plan also supports consistency in job pricing to minimize salary disparity between comparable positions. The overall plan is approved by the Chief of Staff to the Mayor.

The Position Exemption Request (PER) process is used to confirm funding for the position when the job is ready to be filled. This form must be approved by Finance before an offer is extended to a candidate unless there is a *special circumstance.

** A special circumstance is any request that has received cabinet approval for a rush order or cabinet approval to make an employment offer before creating a PER.*

Step 2: RECRUITING

A. Create a Job Description

A job description is the document that both the candidates and interviewers will use to understand the position. It should include the information needed to describe the work of the successful candidate.

- The City Overview is consistent for all exempt positions. It gives potential candidates a sense for the organization, its scope and key principles of operation. This section is applied to all descriptions posted by HR & Talent.
- The Agency Description should define the key mission of the department or agency and where it sits in city government.
- The Position Summary describes the purpose of the role (why it exists) and summarizes what it is intended to achieve.
- The Essential Functions describe how the work is completed. The day to day tasks the person is expected to do.
- Competencies, knowledge, skills and abilities describe the requirements for a successful candidate.
 - Competencies - behaviors required for success. A list of the most commonly used competencies is attached here.
 - Knowledge - Training, information and understanding required
 - Skills and abilities - can successfully apply training and knowledge
- Qualifications - education and experience required for success
- Additional Information - this information is included on all job descriptions and is input by HR&Talent.

Create a job description using the template found [HERE](#). Including the salary range in the job description is optional. If there is not much flexibility in the range, then including the salary range here will discourage applicants who have dramatically different salary expectations. Not including the salary may be most appropriate for highly specialized positions or where there is more flexibility in the salary range.

It is IMPROPER to ask for the salary history of a candidate. The salary should be based on the relative value of the job not the prior salary of candidates. For guidance on creating the best job description possible, please contact the Talent Acquisition Manager in HR&Talent.

HR & Talent Support: *HR & Talent can provide guidance or develop from scratch your job descriptions. We have a portfolio of over 180 Non-Civil Service job descriptions to use as a reference and team members have over a decade of job classification experience.*

B. Send job Description to HR&T for posting

All exempt positions must be posted on the city's exempt recruiting website, SmartRecruiters. After you've completed your job description, send it to HR & Talent. We will give feedback on the job description, provide a tutorial on SmartRecruiters, post the position on the City website and other major job boards. Hiring Managers should also share the job posting with members of their departments, their social media outlets, and their personal and professional networks.

HR & Talent Support: *HR & Talent can provide custom recruiting options, including sending a private link so departments can implement their own recruiting strategy. This might be useful for certain positions but does not take advantage of the many avenues we have established to increase the diversity of the candidate pool. Even in these circumstances departments should use the link to send applicants to Smart Recruiter to apply. This allows us to continue to collect information about the applicants and evaluate our pools for diversity. Here are some of the standard recruiting options provided by HR & Talent:*

National Job Boards

All positions posted on the City's website and 27 paid job boards including major sites such as LinkedIn, Indeed, Monster, Glassdoor, and Google Search.

DiversityJobs.com

All job posted on 10 job sites that help employers connect with African Americans, Asian Americans, Hispanics, veterans, the disabled, and members of the LGBT community.

Letter from the Mayor

Jobs posted through HR & Talent are sent to 80+ leaders in the Philadelphia region to share with their strong professional network twice a month. Recommendations are forwarded to Hiring Managers.

Targeted Recruiting

HR & Talent can customize the recruiting strategy to fit your specific needs. We can assist with sourcing, custom recruiting, screening applicants, and more.

Contact

recruiting@phila.gov

Step 3: INTERVIEWING

A. The interview process Overview

The interview process is the best way to evaluate the candidate's appropriateness for the job. It should be a thorough, disciplined process that starts broadly and narrows to the best candidates. The process should include the following steps ending with an offer to the selected candidate:

1. Resume review and selection for all candidates that meet the minimum requirements for the job
2. Phone screens for strong candidates based on their resume
3. A minimum of two rounds of interviews for a short list of candidates
4. Reference checks for the finalist (s) candidates
5. Extend job offer to the best candidate

Each of these steps is explained in more detail below.

As part of the Smart Recruiter application, candidates are asked for their salary **expectations** but are not required to provide it as a condition of their application. If candidates meet the requirements for the job but do not provide salary information on their application, this should not be used to disqualify them from the process. At no time during this process should the candidate be asked about their salary **history**. Asking candidates for salary history information is inappropriate as it does not support wage equity for women and people of color and has no impact on the value of the current job. .

B. Review Resumes

Resume review is one of the most important steps in the selection process. This is where candidates are removed from further consideration. This decision needs to be made by people who really understand the needs of the position. In order to get a broad perspective of all potential candidates, include at least 2 reviewers. Ideally these would be members of the interview team. Having at least one of those reviewers be racially or ethnically diverse is a best practice and highly likely to improve the outcome.

C. Phone Interviews

Phone interviews are used to determine who will be brought in for a face to face interview and who will be removed from consideration. These interviews should be conducted by a member of the interview panel. The same script should be followed for every candidate so that variability is eliminated in the process. The screen should

be 15 - 30 minutes depending on the job and should generally follow the format below.

- Introduction - Introduce yourself and orient the candidate to the interview process so they know what to expect. Check for understanding or address any questions the candidate might have.
- Career plan - ask the candidate about their career plan. A good follow up is how this role fits into that plan. This is a nonthreatening way to break the ice and will likely yield thoughtful responses from the candidate.
- Job history - explore the candidate's job history in broad terms. This is also a good time to explore any major questions or concerns from their resume. You might ask questions such as the following:
 - For each position, what are the two or three things that you are most proud of? If the resume is long, you might qualify this question by "What accomplishments are you most proud of over the last 5 years?"
 - What did you like most about your last position?
 - What did you like the least?
 - Please explain [significant gaps; multiple short stints; newly hired at current position; etc.]
- Discuss the open position - Focus on the position summary and why the position is important in this organization. Ask them if they understand the requirements of the position and if they still feel like they are a good fit.
- Wrap up. You might ask the following questions:
 - What is your timeline for making a decision on a new job?
 - Are there other companies that you are currently considering?
 - Is there anything that you feel is relevant at this stage of the process that we haven't already discussed.
 - Let the candidate know that you are conducting multiple phone interviews before deciding which candidates to invite in for a face to face interview. Thank them for their time and interest.

D. Onsite Interviews

The administration has an expectation that we will have a diverse candidate pool. Smart Recruiter stores applicant diversity data, and HR & Talent can inform you if your interview slate is diverse, but cannot provide diversity data on individual candidates.

This part of the interview process should include the strongest candidates and should be consistent for all candidates interviewed. Each interviewer should be responsible for assessing an identified section of the job description and all candidates should be assessed in a uniform way. For each round, the same set of interviewers should interview all candidates and each candidate should be asked the same questions.

Follow up questions can be added to get more details based on the candidate's response. This insures that some candidates are not screened more harshly than others. As with resume reviews, there should be at least two interviewers for each round and at least one of them should be racially or ethnically diverse. The only exception is the final round which can be conducted by the hiring manager alone. After each interview is complete, the interviewers should rate the candidates individually. When the interview round is completed the interviewers should collectively review their assessments with each other and reach consensus on their recommendation.

Be sure to review resumes and schedule interviews quickly before the best candidates select another opportunity. You can schedule interviews and send rejection letters directly through Smart Recruiter.

Behavioral Event Interviews (BEI's) will be used to assess competencies. Specifically, behavioral based interview questions will be used to evaluate a candidate's behaviors in the areas of diversity, inclusion, and equity. This is a process that uses an applicant's past performance to predict their reaction in a given situation. The technique is described in more detail in the attached document.

E. Reference checks

Candidates will provide references for people who they think will talk about them in the most positive light. With that being said, it is still possible to get a balanced picture of how the candidate has operated in previous environments. The references should include a prior boss, a peer and, if your position is a leadership role, a direct report. Reference checks should only be done for the top candidates under consideration. Questions might include the following:

- What did you like most about working with this person?
- If you were giving them advice, what would you recommend they do differently?
- We are committed to this person's success. What would you recommend to us that we should do to help them get started on the right foot? To be successful in the role?

F. Selection

At the end of the hiring process, select the most qualified and appropriate candidate for the position. It is a best practice to follow up with all candidates who participated in an interview to notify them that the decision has been made and to thank them for their time. If they request it, you might also provide them with feedback on their candidacy including what they can do to improve.

After the candidate has accepted the offer by signing the offer letter, the onboarding process should begin. See the attached flow map of onboarding steps.

HR & Talent Support: HR & Talent can provide support in steps B-D of the Interview Process. Your HR representative should assist with the offer letter. We can download or screen resumes, develop interview questions, and participate in interview panels.

F. Rejection Letters

Most candidates spend a significant amount of time writing resumes and cover letters. Each application should be evaluated thoroughly and seriously considered. In addition, rejection emails or calls create a warm touch to the hiring process and could encourage applicants to apply for other opportunities.

It is a best practice to email candidates who were phone screened and call candidates who were scheduled for an onsite interview.

Here is an example of what could be said after interviewing someone that was not selected:

“Hi CandidateXYZ, thank you for taking the time to interview with us. We were fortunate to have many well-qualified applicants apply for this position. Although we were impressed with your high level of qualifications, we have chosen another candidate whose skills and background more closely match the requirements for this positionour role. Again, thank you for your time and we hope that you apply for other positions in the future.”

A generic email can be sent through Smart Recruiters to candidates that were phone screened. Here is an example:

Dear CandidateXYZ,

We are pleased to have had the opportunity to review your application for the position of [job_title]. We were fortunate to have many well-qualified applicants apply for this position. Although we were impressed with your high level of qualifications, we regret to inform you that your resume was not selected for further consideration.

We encourage you to visit our website and apply for other positions for which you qualify. We wish you personal and professional success with your job search and in the future. Thank you again for your interest.

City of Philadelphia

Step 4: Track outcomes and adjust process as needed

After making the hire, look back at your process to see if it got the desired results. If not, adjust future processes by posting to additional job boards or working with HR & Talent on a customized recruiting plan.

RESOURCES AND HOW TO GUIDES

How to write a job description

Job Description (JD)

A. *Why do I need a job description?*

For an organization to be successful, you must invest in your most valuable asset, your employees. This starts with having an instrument that clearly defines the goal and responsibilities for each position and ensuring that instrument relates to the goals of the organization. Here are four equally important reasons to have a JD:

Reason	Definition
Human Resource planning	Deciding what people and skills are needed to meet the objectives of an organization is pivotal. A detailed JD will help determine what knowledge, skills, and abilities are needed and most importantly whether there's a need for multiple people to fulfill the objectives.
Recruitment and selection	Determining who is qualified to perform the job duties should not be arbitrary. A detailed JD can help avoid bias when recruiting and selecting applicants.
Job evaluation and performance management	JDs should be used as a measuring tool for success in a position. Connecting job descriptions to performance evaluations will help avoid ambiguity about the job holder's responsibilities and measurement for success.
Training and Development	Training should be directly connected to job responsibilities and performance. In addition to learning new skills, a JD can illustrate the areas where training and development is needed.

The best JDs are the ones that are simple. A lengthy 10 page JD will not be read by most applicants resulting in an applicant pool of unqualified applicants. At a bare minimum, a JD should include the following:

1. Job Title
2. Organization and Agency summary
3. Main Purpose (Position Summary)
4. Main Responsibilities (Essential Functions)
5. Required behaviors (Competencies)
6. Knowledge, skills, and abilities, required
7. Minimum education and experience required

We will discuss each in more detail later. Before starting to write a job description, you must first have an accurate understanding of what the “business” needs are and how the new position will meet those needs. This can be done by answering a few questions about the purpose of the position.

General Questions to Ask

Question	Example (Receptionist)
What is the purpose of this job?	To receive customers and visitors to the company and maintain the reception area to ensure that good initial impression is given
How does the position meet the objectives of the department?	Our organization prides itself on the customer experience. The receptionist may be the first person they interact with and we want to ensure they have a positive experience.
What are the core responsibilities required for someone to be successful in this job?	<ul style="list-style-type: none">• Receive all visitors and ensure their requirements are dealt with promptly;• Receive packages and deliver them to the appropriate party;• Maintain stocks of brochures, magazines, and other information in the front desk area; etc.
What will a “good job” look like?	<ul style="list-style-type: none">• Visitors are pleased with their experience;• Reception area is clean;• Packages are not lost
What skills are required to do a good job?	Customer Service; Organizational skills; people skills; etc.

If you are having difficulty answering these questions, you may need to engage others who may be closer to the requirements of the role or reassess the need for the position.

B. Creating a Job Description

JDs should be descriptive but not restrictive. Here are the essentials of a job description and why each section is essential:



RESOURCES

JOB DESCRIPTIONS: WWW.BLS.GOV/OOH
ESSENTIAL FUNCTIONS: WWW.ONETONLINE.ORG
KSA's: [HTTP://BIT.LY/OPMCOMPETENCIES](http://BIT.LY/OPMCOMPETENCIES)

JD Section	Essential
Job Title	Job titles are the most important part of the job description. This is the first thing the job seeker will see and ultimately will decide who will continue to read
Organization and Agency Summaries	This information tells the candidates about the size and scope of the organization and the mission of the agency where the position sits. It might also identify key success factors of the agency as well.
Position Summary	This section provides an overview of the position. At the highest level, the job seeker should be able to read this paragraph and have a grasp of the purpose of the position, including the scope (area of responsibilities) and level (director, entry level, etc.) of the position and reporting relationship.
Essential Functions	These are the main responsibilities for the position. The duties should be descriptive but not restrictive. The job holder can perform duties not listed here but should be within the scope of work for the position.
Competencies	Behaviors that are expected of successful candidates. These should be only those behaviors that are required on day one and should not include behaviors that are expected to be developed over time.
Knowledge, Skills, Abilities,	These are the required and preferred information and skills needed to do a "good job".
**Qualifications	Education and experience should correlate with what is needed to do a good job.
EEO	An EEO statement is required for all job description. See Diversity and Inclusion below
Additional Information	This includes residency information. This may also include working conditions, unusual work hours, etc.

C. Equal Opportunity Employer

All City of Philadelphia job descriptions must contain the following language:

The City of Philadelphia is an Equal Opportunity employer and does not permit discrimination based on race, ethnicity, color, sex, sexual orientation, gender identity, religion, national origin, ancestry, age, disability, marital status, source of

income, familial status, genetic information or domestic or sexual violence victim status. If you believe you were discriminated against, call the Philadelphia Commission on Human Relations at 215-686-4670 or send an email to faqpchr@phila.gov. For more information, go to: www.phila.gov/humanrelations

This language was approved by the Law department. It also encourages diverse applicants to apply. Here are a few more ways to attract diverse applicants with your job descriptions:

1. Add a second language as “preferred” - Speaking a second language is a bonus for any position that interacts with the public. Making a second language preferred but not required may encourage diverse applicants.
2. **Only include requirements that are essential - Including a long laundry list of requirements may discourage some applicants according to studies.
3. DON'T say “We strongly encourage qualified women and minorities to apply.” - This language can be off-putting and have the opposite effect.

D. Standard Job Description Template

All Exempt positions should use the standard job description template approved by the Mayor's Office. Contact HR & Talent for the latest version of the template or download here: <http://bit.ly/COPJDTemplate>

Recruiting Outlets

The City of Philadelphia is committed to recruiting and retaining a qualified and diverse workforce. While we have extensive recruiting resources to post your position we are not subject matter experts for every job. Your inside knowledge and networks will be key in finding the best talent. Here are some ways you can help:

Specialty Job Boards

Professional association and niche job boards are a great way to advertise in places frequented by your ideal candidates. In addition, minority professional associations can help diversify your applicant pool.

Career Fairs/ Tables/ Networking/ Meetups

Career fairs are great but networking events and meet ups are a great way to meet active and passive candidates. Sitting on a panel or giving a presentation about the job at a networking event is a cost-effective way to recruit. Attending a [Meetup](#) or creating your own can be just as effective as attending a networking event. Attending diverse events should also be included in this strategy.

Employee Referrals

Talent knows talent. Employees should be a key resource for attracting other talented employees. This can also increase diversity. Sending a Citywide email when a position opens or mentioning the position during divisional meetings will help spread the word and build trust from employees.

Social Media

Facebook, Twitter, LinkedIn, and Instagram is an easy and free way to get your position in front of thousands of people. Using company pages as well as encouraging employees to share a post can increase and diversify your applicant pool. This can also be used as a tool to showcase your department and highlight accomplishments.

LinkedIn also has social groups that you can join for free and post your job.

Passive Candidates

Instead of reviewing hundreds of resumes, you may want to reach out to candidates directly that fit the requirements you are looking for. LinkedIn allows users to contact friends and friends of friends. Individuals in the industry are more likely to know people that are qualified. Diversity can also be increased by contacting diverse talent and encouraging them to apply directly.

Video Job Description

With the current popularity of YouTube, Facebook Live, and SnapChat, young talent may not want to read a four-page job description. However, people will watch a video of someone doing the work or a professional explaining what the position will do daily. This is a great way to highlight your department and promote diversity by using a diverse cast.

HR & Talent Support: Contact HR & Talent to borrow video production equipment available through the INNOVATION KITS or to access video support resources.

Smart Recruiters User Guide

Smart Recruiters is the online applicant tracking system used to collect applications and data for Exempt Positions. All non Civil Service positions should be posted on Smart Recruiters. Each Hiring Manager will have their own individual account with full access to all applicants.

When your position is posted, an invitation email is sent from Smart Recruiters. After you log in, you will have full access to all the applicants for that position.

The system is easy to navigate but here are the complete User Guides:

Getting Started: <http://bit.ly/COPSMGettingStarted>

Rate and Review Applications: <http://bit.ly/COPSMRateandReview>

Tips and Tricks:

1. The “Filters” search feature is the best way to review applications. If you type in a keyword such as grant, fund, transportation, JD, community engagement, or outreach, you can narrow down the search tremendously. Still review all the candidates, but you will quickly find the best fit when you search for keywords that you are looking for in an application.
2. Feel free to contact any candidate that applied for an interview. The interview process should follow best practices in this guide book aligned with your departmental standards.
3. Candidates will appear on the dashboard as “New” candidate or a “Lead”. Candidates who are shown as a “Lead” applied for your job and other exempt jobs. If you are interested in a Lead you can contact them but you cannot rate those candidates. They would have to be Rejected from the original job for which they posted in order for you to rate them.
4. If you are not interested in a candidate, please “Reject” them. You can use the standard email or choose not to send an email. HR & Talent can email all candidates not interviewed after the hiring decision is made.

If you have any issues, questions or concerns, contact recruiting@phila.gov.

How to review resumes

Reviewing Applications

Reviewing applications is one of the most important parts of the process. Without a clear criteria and standards for reviewing applications the applicant pool can be subject to bias, prejudice, racism, and inconsistency. This can be conscious or unconscious acts. The Society of Human Resources Management (SHRM) offers the following checklist to consider when reviewing applications:

1. Review the job description(s) for the position(s) you are attempting to fill. Note minimum requirements needed and refer to them often as you review resumes/applications.
2. Ignore the applicant's name, address or personal information to limit subconscious biases.
3. Attempt to ignore superficial issues such as style and typographical errors in favor of content, unless such issues are directly related to the position for which they are applying. Such scrutiny may unintentionally rule out members of protected classes.
4. Check work experience for applicability to the position for which they are applying, length of time in each position, promotions or awards received, reason for leaving each position.
5. Note gaps in employment but do not assume they were caused by negative reasons.
6. Check educational background for qualifications necessary to successful job performance.
7. Note special skills (i.e. computer software, office equipment).
8. Note on a separate piece of paper any pertinent questions that arise when reviewing the resume/application and ask those during a telephone screen.
9. Divide resumes into 3 groups - one for those that closely match job requirements and for which a telephone screen is appropriate, one for those who meet some requirements and may be considered secondarily and one for those who do not meet the requirements at all.
10. If necessary, screen the top group again to further narrow down the candidates. On average, about 10 resumes per open position should be sufficient.

Key competencies and Potential Interview Questions

A. Most Popular Competencies and Interview Questions

Below are the most common competencies along with a short description and potential interview questions. When writing the job description, this list is helpful in describing the competencies that are important for the position. The questions are helpful when interviewing for these competencies.

Competency	Description	Potential Interview Questions
1. Action Oriented	Full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning	<ul style="list-style-type: none">• What do you do when you see something that needs improving?• When starting a project, what are the first things you generally do?• Have you ever had to correct a situation that had gone bad? Describe the situation and what you did to correct it.
2. Approachability	Spends the extra effort to put others at ease; builds rapport; good listener	<ul style="list-style-type: none">• How do you stay in the information flow of your organization?• What do you do to put people at ease with you?• When are you least approachable? What do you do when someone needs your support at that time?• How do you set boundaries so major chunks of your time are not eaten away?
3. Conflict Management	Steps up to conflict seeing it as an opportunity; reads situations quickly; can hammer out tough agreements and settle disputes equitably	<ul style="list-style-type: none">• Do you tend to address conflict head on or are you more conflict adverse?• Tell me about a time when you made peace with an adversary. What did you do?• Tell me about a time when you had to deliver bad news and the recipient did not take it well
4. Creativity	Comes up with a lot of new and unique ideas; easily makes connections among previously unrelated notions	<ul style="list-style-type: none">• How do you test whether a new or unique idea has merit?• How do you know when to give up on an idea and move on?• Tell me about a time when you tried out one of your ideas and it failed. What could you have done differently?• What has been your most creative contribution in the last two years?
5. Customer Focus	Dedicated to meeting the expectations and	<ul style="list-style-type: none">• What is the most important thing you can do to serve your customer?

Competency	Description	Potential Interview Questions
	requirements of internal and external customers	<ul style="list-style-type: none"> How do you involve the customer in creating or modifying a process? What tools do you use to deal with dissatisfied customers? If you were leading a team, what are the behaviors you would expect all of you employees to demonstrate with customers?
6. Delegation	Clearly and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; tends to trust people to perform.	<ul style="list-style-type: none"> How do you give instructions when you are delegating work? How do you divide up the work for members of your team? How do you support people after delegating work to them?
7. Innovation Management	Is good at bringing the creative ideas of others to an issue; Has good judgment about which creative ideas and suggestions work well; can facilitate effective brainstorming	<ul style="list-style-type: none"> Tell me about a time when you challenged the ideas of others and this lead to something new How do you get a group of people to be creative? What do you see as the three or four major trends that are going to affect your industry?
8. Interpersonal Savvy	Relates well to all kinds of people - up, down and sideways inside and outside of the organization; uses diplomacy and tact; builds constructive and effective relationships.	<ul style="list-style-type: none"> Tell me about a time when you built strong relationships where none existed before How have you dealt with personality differences in the work place Tell me about a time when you handled a crisis
9. Listening	Practices active and attentive listening; has the patience to hear people out; can accurately restate the opinions of others even when they disagree	<ul style="list-style-type: none"> How can you tell if someone is really listening to you? How do you signal to others that you are listening and attentive? Tell me about a time you managed a conflict with your boss Do people come to you to get interpretations about what a boss or colleague said?
10. Motivating Others	Creates a climate in which people want to do their best; can assess each person's hot buttons and use it to get the best out of them; empowers others; invites input from each person and shares ownership and visibility	<ul style="list-style-type: none"> Have you ever had to fight to keep one of your programs/projects going? What do you do with a demoralized team/colleague? Do you think people are really all motivated in the same basic ways or are there big differences?
11. Organizational Agility	Knowledgeable about how the organization works; knows how to get things	<ul style="list-style-type: none"> Have you ever sought special funding for a project in an organization?

Competency	Description	Potential Interview Questions
	done both formally and through the informal network	<ul style="list-style-type: none"> • Tell me about a time you had to get a significant project through a complex or bureaucratic system/organization • Tell me about a time when you needed information quickly and couldn't get it through the formal channels
12. Organizing	Can marshal resources to get things done; can orchestrate multiple activities at once; uses resources effectively and efficiently	<ul style="list-style-type: none"> • Tell me about a time when you put together and managed a team • Have you ever had a mentor? Did you ever talk about your organization of resources out of your direct control? • How many major projects have you managed at the same time?
13. Patience	Tolerant with people and processes; listens and checks before acting; waits for others to catch up before acting; sensitive to due process and proper pacing	<ul style="list-style-type: none"> • Tell me about a time you had to learn a new skill • How do you react when your patience is really tested? • What do you do when your audience isn't understanding you? How do you readjust so everyone is on the same page?
14. Peer Relationships	Can quickly find common ground and solve problems for the good of all; can represent their own interest and yet be fair to others; is seen as a team player and is cooperative; gains trust easily; encourages collaboration	<ul style="list-style-type: none"> • Tell me about a time you resolved conflict you were having with peers • How do you go about forming relationships with your peers or colleagues? • Tell me about a time when you were able to get something done because of the relationships you've developed across an organization
15. Perspective	Looks toward the broadest possible view of an issue or challenge; has broad ranging personal and business interests and pursuits; can discuss multiple aspects and impacts of issues and project them into the future	<ul style="list-style-type: none"> • What are the best three books you've read? • What are the most different company cultures you've worked in? How did you adapt to these differences? • Have you ever worked with someone that was able to widen or change your perspective? How did that experience affect your broader views?
16. Planning	Accurately scopes out length and difficult of tasks and projects; sets objectives and goals; measures performance against goals; evaluates results	<ul style="list-style-type: none"> • How do you design benchmarks to measure progress? • Tell me about a time you planned and pulled off a complex assignment • Tell me about a time you used some mid-course correction measures for a project/task you were doing
17. Political Savvy	Can maneuver through complex political situations effectively and quietly; is sensitive to how	<ul style="list-style-type: none"> • Have you ever had to report bad news to management two levels or more above you? How did that turn out?

Competency	Description	Potential Interview Questions
	people and organizations function; views politics as a necessary part of organizational life and works to adjust to that reality	<ul style="list-style-type: none"> • Tell me about a time when you got something changed that a long-standing practice or policy • Tell me about a successful experience you've had implementing something across organization boundaries • Tell me about an unsuccessful experience you've had implementing something across organization boundaries
18. Problem Solving	Uses rigorous logic and methods to solve difficult problems with effective solutions; probes all fruitful sources for answers; can see hidden problems; is excellent at honest analysis	<ul style="list-style-type: none"> • Tell me about a time when you came up with a process or procedure to solve a problem • What do you do when a problem stops you in your tracks? • Have you ever solved a problem other around you couldn't?
19. Process Management	Good at figuring out the processes necessary to get things done; knows how to organize people and activities; can see opportunities for synergy and integration where others cannot; can simplify complex processes	<ul style="list-style-type: none"> • When you design a process to get something done how do you go about lining up the steps? • What are some of the most effective ways to keep tasks on track? • Tell me about a time when you had to organize and implement a system/work process • Tell me about a time when you organized and managed others on a complex task from A to Z
20. Drive for Results	Can be counted on to exceed goals successfully; very outcome focused; steadfastly pushes self and others for results.	<ul style="list-style-type: none"> • How do you get results, build team spirit, and not burn out people all at the same time? • Have you ever been assigned to a fix-it situation? • Tell me about a time when you got results that far exceeded your own expectations
21. Self-Knowledge	Knows personal strengths, weaknesses, opportunities and limits; seeks feedback; gains insights from mistakes; is open to criticism; isn't defensive; is receptive to talking about shortcomings	<ul style="list-style-type: none"> • Tell me about a time when you went out and pushed someone to give you feedback • What is your greatest strength? Weakness? • How do you work around your weaknesses? • How do you feel when you get negative feedback? • What have been some personal moments of truth for you when you learned a few things about yourself you didn't know?
22. Strategic Agility	Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented	<ul style="list-style-type: none"> • Tell me about some interesting facts or trends you think have relevance to your field • Tell me about some strategies that you have conceived and implemented. What do they have in common, how are they different, what about them would be repeatable anywhere? How did you think of them?

Competency	Description	Potential Interview Questions
		<ul style="list-style-type: none"> • Have you ever designed a program on strategy?
23. Managing through Systems	Can design practices, processes and procedures which allow managing from a distance; is comfortable letting things manage themselves without intervening; can make things work through others without being there.	<ul style="list-style-type: none"> • Have you ever implemented a system designed to capture data remotely about how things were going? • Tell me about a time when you installed a new system? • Tell me about a time when you set up something that was self-managing
24. Building effective teams	Blends people into teams when needed; creates strong morale and spirit in their team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; creates a feeling of belonging in the team	<ul style="list-style-type: none"> • Does high morale correlate with high production? • How do you balance individual and team needs? • How do you build a team containing very different personalities? • How do you create the feeling that we are all in this together? • How do you delegate important tasks?
25. Understanding Others	Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions and needs; what they value and how to motivate them; can predict what groups will do across different situations	<ul style="list-style-type: none"> • Tell me about a time when you read how a group was feeling or reacting to something • Tell me about two groups you know well at work. How well can you anticipate what they will say or do? • Have you ever started a group from scratch? How did it form? Is it still in existence today? • Have you ever been a member of a group that was hard to read and predict even though you were part of it? How did you navigate this?

B. Interviewing Do's and Don'ts

Interviews should be fair and consistent. All candidates should be asked the same questions and those questions should be prepared in advance. Consult with HR or the Talent Acquisition Manager when developing interview questions.

Things to consider:

	You may ask:	You may not ask:
ADDRESS	<ul style="list-style-type: none"> Can you be reached at this address? If not, would you care to leave another? Can you be reached at these telephone numbers? If not, would you care to leave another? 	<ul style="list-style-type: none"> Do you own your home or rent? Do you live with your husband (wife)? With whom do you live?
AGE	<ul style="list-style-type: none"> No questions (except to verify non-minor status). 	<ul style="list-style-type: none"> You may not ask any questions which imply a preference for persons under 40 years of age.
ARREST RECORDS	<ul style="list-style-type: none"> Hiring Managers cannot ask about criminal background on job applications or during any job interview. You may ask about traffic related infractions if relevant to the job? 	<ul style="list-style-type: none"> Asking about criminal records on a job application. Asking about criminal records during any job interview. Asking about criminal records at any time before making a conditional offer of employment. Making any adverse personnel action against an employee for arrests that did not lead to conviction. Rejecting an applicant without weighing the type of offense, when it occurred and the connection to the job. Rejecting an applicant without conducting an individualized assessment.
CITIZENSHIP	<ul style="list-style-type: none"> It is PROPER to ask if visa or immigration status prohibits employment and to seek proof after hiring. 	<ul style="list-style-type: none"> It is IMPROPER to ask an applicant whether s/he is a United States citizen.

	You may ask:	You may not ask:
DISABILITY	<ul style="list-style-type: none"> • Are you currently able to perform the essential duties of the job(s) for which you are applying? • If the disability is obvious, or disclosed, you may ask about accommodations. • An employer MAY ask applicants questions about their ability to perform specific job functions, tasks, or duties, if these questions are not phrased in terms of a disability and are asked uniformly of all candidates. 	<ul style="list-style-type: none"> • Do you have any handicaps? • Are you an alcoholic? • Do you have AIDS or HIV Positive Status? Have you ever filed a Workers' Compensation Claim? • Have you ever been injured on the job? • Have you ever been treated for mental problems? • Why were you sick so often at your last job? • Have you ever been unable to handle work related stress? • Have you ever gone into diabetic shock that causes you to lose feeling in your fingers and toes? • Have you ever used illegal drugs? • Have you ever been treated for drug addiction or drug abuse? • An employer MAY NOT make any medical inquiry or conduct any medical examination prior to making a conditional offer of employment. An examination can only be conducted if required for all entering the same job category and must be job related and consistent with business necessity.
EDUCATION	<ul style="list-style-type: none"> • Are you presently enrolled or do you intend to enroll in school? • What subjects did you excel in at school? • Did you participate in extracurricular activities? • What did you select as your major? • Did you work at an outside job while attending school? Doing what? What did you like/dislike about your job during school? • Are you interested in continuing your education? Why? When? Where? • Did your education prepare you for the job you are seeking with us? In what ways? 	<ul style="list-style-type: none"> • Who paid for your educational expenses while you were in school? • Did you go to school on a scholarship? • Do you still owe loans taken out during school? • When did you graduate from high school?

	You may ask:	You may not ask:
EXPERIENCE, SKILLS AND ACTIVITIES	<ul style="list-style-type: none"> • Do you have any special skills or knowledge? • Are your skills recent? • When did you last use a calculator (or any other machine or skill)? • Do you enjoy being active in community affairs? • Are there any activities which have provided you with experience, training, or skills which you feel would be helpful to a position with us? • How will your involvement in _____ (activities) affect your work here? 	<ul style="list-style-type: none"> • Does your physical condition make you less skilled? • For questions regarding activities, also refer to questions regarding involvement in organizations below.
FAMILY	<ul style="list-style-type: none"> • Do you have any commitments which would prevent you from working regular hours? • Can you work overtime, if needed? • Are you now or do you expect to be engaged in any other business or employment? If 'yes' what kind of business or employment is it? How much time does it require? 	<ul style="list-style-type: none"> • How many children do you have? • Who takes care of your children while you are working? • Do your children go to daycare? • What does your husband think about your working outside the home? • What does your husband (wife) do? • What is your husband's (wife's) salary?
GENDER	<ul style="list-style-type: none"> • No questions regarding the applicant's gender 	<ul style="list-style-type: none"> • You may not ask any questions regarding the applicant's gender.
MARITAL STATUS	<ul style="list-style-type: none"> • Do you have any commitments which would prevent you from working regular hours? • Can you work overtime, if needed? 	<ul style="list-style-type: none"> • Is it Mrs. or Miss? • Are you single? • Are you married? • Are you divorced? • Are you separated? • Are you engaged? • Are you widowed? • Do you own or rent your home? • What is your relationship with the people with whom you reside?

	You may ask:	You may not ask:
NATIONAL ORIGIN	<ul style="list-style-type: none"> No questions about national origin. In order to comply with the Federal Immigration Reform and Control Act of 1986, you can ask: Are you prevented from being employed in the United States because of your Visa or Immigration Status? You may also note on the application that: Documentation proving legal right to work in the United States will be required upon hiring. 	<ul style="list-style-type: none"> What is your national origin? Where were you born? What is the origin of your name? What is your primary language? What country do your ancestors come from? Do you read, write or speak Korean (or another foreign language, unless based on job requirements)?
ORGANIZATIONS	<ul style="list-style-type: none"> You may ask about any organization memberships, excluding any organization of which the name or character of indicates the race, color, creed, sex, marital status, religion, national origin, or ancestry of its members. Do you enjoy being active in community affairs? 	<ul style="list-style-type: none"> You may not ask for a list of all organizations, clubs, societies, and lodges to which the applicant belongs.
PREGNANCY	<ul style="list-style-type: none"> How long do you plan to stay on the job? Are you currently able to perform the essential duties of the job(s) for which you are applying? 	<ul style="list-style-type: none"> Are you pregnant? When was your most recent pregnancy terminated? Do you plan to become pregnant? Any other question about medical history concerning pregnancy and related matters.
PRIOR EMPLOYMENT	<ul style="list-style-type: none"> How did you overcome problems you faced there? Which problems frustrated you the most? Of the jobs indicated on your application, which did you enjoy the most and why? What were all the reasons for leaving your last job? Have you ever been discharged from any position? If so, for what reason? 	<ul style="list-style-type: none"> How many sick days did you have at your old job?
RACE OR COLOR	<ul style="list-style-type: none"> No questions about race or color of skin, hair, eyes, etc. 	<ul style="list-style-type: none"> You may not ask any inquiry concerning race or color of skin, hair, eyes, etc.

C. Diversity and Inclusion Questions

Interviewers should include questions that assess an applicant's understanding of the importance of equity and an ability to work successfully in a diverse workplace, providing services to a diverse community, including one that is racially diverse.

- Please describe a situation in which you worked on a project with people who were of a race or ethnic background other than your own. What challenges did you face in this work? What did you do to make your work together successful?
- What effort have you contributed toward racial equity in your work experiences?
- What have you done, personally or professionally, to learn about and then address racial equity?
- Describe your understanding of issues affecting the communities served by this role.
- Tell us how you have worked with people to create or foster equity in the workplace.
- What actions have you taken to create a welcoming environment so everyone feels included?
- Tell us about a situation in which you were required to work with or provide services to a diverse group of people.

D. Bias Awareness for Interview Panel Members

Summary

- Recognize your biases, and then work to eliminate or remain aware of them.
- Be as objective as possible.
- Focus on content.
- Dispel first impressions.
- Rate candidates against job competencies or an ideal candidate profile - not against one another.
- Justify your decisions and articulate your rationale.

Interviewing is not scientific and even the most structured interview processes require us to make subjective observations. In order to make the best decisions about applicants and ensure an equitable process, we must be aware of how our biases can impact the selection process.

Bias is often regarded negatively. For the purpose of this discussion, we speak of bias in the context of partiality, preconceived notion, and predisposition. The reality is that biases come from our brains' use of schemas - templates of knowledge - to process the information that bombards our senses every moment of every day. We have schemas about objects, processes, and other human beings. For example, our brain uses a schema to assign the category of "chair" to an object based on its flat seat, back, and legs, even though the chair might be plain wood or lavishly upholstered. We may have a negative bias about plain wood chairs because we have

had the uncomfortable experience of sitting in one for an extended period of time. We have a schema for the process of ordering food at a restaurant: we know what it means when a smiling person hands us a laminated document with descriptions of various dishes and prices. By observing assorted traits, we use schemas to naturally assign people into categories such as age, gender, race, and role.

Stereotypes are traits that we associate with a category. These associations may arise from direct personal experience or be relayed to us through stories, media, and culture. “Elderly people are frail” is an example of a stereotype.

Attitudes are overall evaluative feelings that are positive or negative. If we meet someone who graduated from the same university, we will tend to feel more at ease with that person.

Implicit bias includes both implicit stereotypes and implicit attitudes.

What is implicit bias? By definition, implicit biases are those we carry without awareness or conscious direction. It is the result of our human brains using schemas to organize information into categories. Most of the work our brains do occurs on the unconscious level. Implicit bias does not mean that we hide our prejudices - we literally do not know we have them. This is important for interviewers because without awareness we cannot know if we are acting on hidden bias.

In contrast, explicit bias means that we are aware that we have a particular thought or feeling, and sometimes also means we understand the source of that thought or feeling. If you have an explicitly positive attitude toward chocolate, then you have a positive attitude, you know you have a positive attitude, and you consciously endorse and celebrate that preference.

Why do both types of bias matter in the interview process?

Explicit Bias

How many times have you heard this before? “I always look for a candidate who makes direct eye contact. People who are afraid to look straight at you don’t make good employees in the long run.” This is an example of explicit bias. The speaker is stating a known preference. In the context of candidate evaluation, the reason this particular bias is problematic is because in many cultures, direct eye contact is considered to be very rude and to be avoided whenever possible.

Implicit Bias

As described above, implicit bias is problematic because we are unaware of certain preferences or attitudes. Use every opportunity to consider your reasons for a particular rating and challenge your thinking. Talk over your reasons with other interviewers. Try to avoid using the general terminology of a candidate being a “better fit” over another/other candidate(s). Without this reflection and questioning, we cannot identify hidden bias and eliminate it.

Examples of Bias

Interviewing is not an exact process. There is a subjective element to it. In order to reduce the chance of making a poor decision, raters must make a conscious effort to recognize biases, both explicit and implicit, and eliminate them. Following are examples of bias which may be explicit, implicit, or both.

Average/Central Bias

Rating all applicants the same, or tending to give applicants the middle rating (e.g., a 3 on a 5-point scale).

Contrast

When you compare/contrast one candidate against another rather than comparing applicants against an ideal, you may get skewed results. Example: a candidate appears stronger than she should because she followed two weak applicants. \

First Impression

Many people think they can accurately assess someone within the first few minutes of meeting them. Making up your mind so soon is a bias that corrupts overall judgment.

Halo Effect

Giving excessive weight to one positive characteristic, sometimes despite several negatives.

Harshness/Horn Effect (opposite of Halo)

Letting one negative characteristic overshadow the big picture view of a candidate.

Knowledge-of-Predictor

When an evaluator has foreknowledge of how the candidate has done on another test or interview and allows knowledge of previous performance (good or bad) to influence rating.

Stereotyping

This bias happens when the rater makes an assumption about a candidate based on gender, ethnicity, religion, age, familial status, etc. As previously described, this category is one that is influenced by both implicit and explicit bias.

Behavioral Event Interviewing

A. Introduction

The underlying premise behind behavioral event interviewing (BEI) is that the best predictor of future performance is past performance. Instead of asking hypothetical or speculative questions about what a candidate would do in a given situation, a BEI asks about specific events from the candidate's past in a very high level of detail. The goal is to listen for evidence of certain behaviors that are either aligned with or contrary to expectations for the job for which they are interviewing or the culture of the organization.

Since the interviewer is looking for behaviors that are aligned with the competencies identified in the job description, it is critical to have a job description that includes the competencies and behaviors that are important for success in the job. The BEI can then help assess the candidate's alignment with those competencies and behaviors.

B. The BEI Interview

BEI's are used to uncover how a person responds and reacts to a given situation by examining how they responded or reacted in the past. In a BEI, the interviewer is looking for specific evidence of what the candidate did individually rather than what the team accomplished. The interviewer is interested in hearing the F.A.C.T.'s from the candidate:

- **F**eelings - "how were you feeling at that point?"
- **A**ctions - "what did you do next?"
- **C**ontext - "what did you say", "how did they respond?"
- **T**hinking - "what were you thinking at that point?"

Preparing the candidate:

Before the BEI begins, the interviewer should explain the process in the following manner:

- The purpose of this part of the interview is to help us understand how you approach your work. Explaining the purpose to the candidate upfront can help put them at ease so they can focus on the details of their story.
- "I will be asking you to talk in detail about a specific situation or event in which you have been involved in the last one to two years.
- I will be most interested in your feelings, actions, context and thinking during the situation so my questions will be very specific.
- I will be taking notes during the process and I may interrupt you along the way.

Beginning the Interview

The interviewer should ask the candidate to think of a time when they were involved in a situation that is aligned with the requirements of the job. The candidate should choose the story that they feel best describes the scenario asked for by the interviewer. The interviewer should explain to the candidate that they want them to be as detailed as possible in describing the event. Feel free to interrupt them to ask probing questions to get additional details about their feelings, actions, context and thinking.

Probing Questions

While the situation may cover a broad range of activities over a long period, try to probe each activity by keeping the candidate focused on a specific event - a meeting, conversation, action in the field etc. - over a relatively small window of time. Once you have probed that event move to the next event in the same situation. This gives you a clearer picture of how the candidate moved from one event to the next; how they dealt with environmental changes and how they thought about the situation over time. Below are probes that can be used during the interview to get more detail on a specific competency or behavior.

- What led up to that?
- What did you do?
- What did you say?
- What were you thinking?
- How did you feel?
- What happened next?
- Tell me more about that
- What was going through your mind at that time?
- Can you be more specific
- Walk me through the dialogue
- If I were there, what would I see?
- What stands out for you about this situation?
- What did you learn from that experience?

Behavioral Evidence

The evidence you are looking for is related to what they did as an individual. Be aware of the following pitfalls:

- If the candidate uses references such as “we” or “the Team” ask “Specifically what did you do?” or “What role did you play?”.
- If the candidate glazes over the situation have them describe it in very specific terms including other players involved.
- If the candidate feels uncomfortable identifying the names of other players ask for specific roles so that you can refer to the person in your follow up questions.
- If they move to statements that reflect hindsight, try to refocus them on what they actually did in the situation.

Other tips to consider:

- If the candidate says they can't think of a story, use their resume as a starting point.
- Avoid asking "why" questions that can come across as judgmental. Instead you might ask thinking questions such as "what were you thinking at that time?" or "What was going through you mind when you made that decision?"
- Keep your probing questions simple. If you can't think of an appropriate probing question you may ask "Tell me more about that".
- If the story the candidate offers does not seem to fit the situation, or the key part of the story is not clear, you may ask
 - "What was it about that situation that was a high or low point for you?"
 - "Tell me about one part of the experience that stands out for you regarding *[the situation]*"
 - "What did you do that was key to the success of this situation?"
- Don't be afraid to stop the candidate if they are providing too much information too fast. Explain that you really want to make sure you fully understand the event.

Using a behavioral event interview can elicit rich data from candidates about their behaviors and their ability to be successful in our organization. Look for patterns of behavior in the information they provide. This is the best indicator of how they are likely to behave in the role.

Employee Immersion Plans

IMMERSION PLAN BACKGROUND AND INSTRUCTIONS

PURPOSE: Tool to help new employees integrate more smoothly and contribute to the organization more quickly. The tool will also reduce the impact of the pitfalls that new employees generally experience.

TIMING -- The plan should be completed BEFORE the employee starts. Ideally the manager should review it with the new employee on their first day. The plan generally covers the first 90 to 180 days depending on the position.

ROLES AND RESPONSIBILITIES:

1. The manager - show support to the new employee by
 - Adequately prepare for the new employee by identifying resources they will need to be successful and completing their immersion plan before they start.
 - Identify those persons that the new employee needs to know and make the introduction
 - Set clear expectations of the employee early through the immersion plan
 - Give the employee feedback on how they are doing
 - Support them through the immersion process
2. The organization
 - Make time to help the employee understand how to navigate the City
 - Give the employee feedback on how they are doing
 - Support them through the immersion process
3. The employee
 - Take the time to complete the immersion plan early. It will pay off in the long run
 - Work closely with the hiring manager to clearly understand their expectations for the role.
4. Peer Coach - can be someone outside of the department
 - Provide guidance to employee on best practices immersion pitfalls, etc.
 - Make time to help the employee understand how to navigate the City
 - Support them through the immersion process

PLAN INSTRUCTIONS -- The immersion plan includes five key sections. Instructions for each section is outlined below.

Section I - New Hire Logistics and Set up

This section outlines the logistical & administrative on-boarding elements important as a new employee.

Section II -Key On-boarding Meetings

The names in this section should reflect the key positions with whom this position will interact.

The tangible outcomes are boilerplate. Each interaction should include the new employee asking who else they should meet. This will help the employee expand their network. Feel free to edit them as needed to reflect the key learnings that the new employee should get from that interaction.

The timing should be determined based on when the new employee would get the most relevant learnings possible. Their first meetings might be grouped as follows

- With the employees who are most closely associated with their role and
 - hiring manager - first week
 - peers within the team - first 30 days
 - peers in other teams that work closely with the role - first 60 days
 - internal clients - first 30 days
 - direct reports - first 2 weeks
- With employees who best help them understand the rules of engagement
 - HR Resource - first 2 weeks
 - Senior manager - first 30 days
 - Safety coordinator - first week

Feel free to add change or delete names in this section or to expand on the deliverables for certain individuals.

Section III - Site Visits

Please identify the locations the new employee should visit to get a clearer understanding of how the City operates and where their role fits. This is also a great opportunity to connect members that this person will be working with on a more personal level which can enhance the working relationship. For instance, a tour of the working location for internal customers would be a good example.

The plan should include the expected learnings for the new employee from each visit. The timing should be determined based on the importance of the experience in facilitating understanding but no later than 90 days from the date of hire.

Section IV - Other Onboarding Support Activities

This section will depend on the position and will vary from person to person. It might include things like:

- Information the employee should read to familiarize themselves with the organization's work - publications about the organization, history of the organization, etc.
- Copies of the organizational chart, strategic plan, budget or goals and objectives
- A manual related to a specific software
- Instructions on how to use safety equipment
- Working with an existing employee to learn how to operate certain equipment
- Shadowing employees who are performing a particular task

Section V - Immersion Deliverables

This section should describe what you expect the person to be able to do at the end of the immersion process. Clearly defining this in the beginning helps the new employee focus on the expected outcomes while they are going through the plan activities. It also serves as a tool for check in conversations with the employee about their immersion progress so that you can see if they are on track to meet their deliverables and if not, what interventions might be needed. It might include things like the person will have a specific body of knowledge, or that they will produce something or that they will have a plan, etc.

Please delete these instructions from the finished plan before sharing it with the new employee.

Immersion Plan for

Employee's Name

Employee's Title

WELCOME!

In order to assist you with your transition into the City of Philadelphia, we have developed a comprehensive immersion process. The goal of this immersion process is to arm you with tools, information and experiences, and to assist you in building the relationships necessary to be successful in the organization. We are here to support you in your new role and look forward to working with you in the future.

The document is divided into the following sections:

- Section I - outlines the logistical & administrative on-boarding elements important as a new employee.
- Section II - Builds critical relationships that provide an overall understanding of the organization's structure and how this role engages with other areas of the organization.
- Section III - Identifies site visits to provide a better understanding of operations and day-to-day challenges in this department.
- Section IV - provides an overview of the onboarding tools that will help you to integrate into the City's culture, gain clarity on the new role, and build the teams and networks essential for success.
- Section V - describe the outcomes you are expected to achieve at the conclusion of this immersion plan.

Congratulations on your new position and welcome to the City of Philadelphia

Section I: New hire Logistics and Set Up

Information To Be Covered	Facilitator	Tangible Outcomes/Deliverables	Date	Location
Welcome and Introduction to Immersion Process	[HR Resource or Hiring Manager]	<ul style="list-style-type: none"> Welcome Department orientation process New Hire Paperwork Benefits Overview 	[Date of hire]	
Hiring Manager		<ul style="list-style-type: none"> Welcome employee Review immersion plan Discuss your operating style and behavioral expectations 		
New Employee and IT Set-up	[IT resource]	<ul style="list-style-type: none"> Office Supplies, Equipment (i.e., computer, phone, cell phone, blackberry, etc.) Coordinate Equipment & Passwords Set-Up Access card & other needs Set up appointments for immersion plan participants 		
Citywide Orientation Program	HR&Talent Contact Tracey Bryant to schedule Tracey.bryant@phila.gov	<ul style="list-style-type: none"> Citywide policies Benefits information New Hire Ethics program Customer service Diversity and Inclusion Safety policies City overview Payroll and time capture information 	2 nd Monday and Tuesday of the month after hire date	

Section II – Key On boarding Meetings			
Meeting With	Tangible Outcomes/Deliverables	Date	Location
	<ul style="list-style-type: none"> • Review scope of role • Provide historical context • Identify strengths and opportunities • Discuss how to best support each other • Ask who else they should meet 		
	<ul style="list-style-type: none"> • Review scope of role • Provide historical context • Identify strengths and opportunities • Discuss how to best support each other • Ask who else they should meet 		
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Section III: Site Visits

Location	Host	Purpose	Date	Location

Section IV: Other On boarding Support Activities and software required

Tool	Facilitator	Tangible Outcomes/Deliverables	Date	Location

Section V

IMMERSION DELIVERABLES

Deliverable Description Describe the area of focus	Expected Result Describe the specific deliverable expected	Due Date	Actual Outcome Evaluate the quality of the work and the timing of completion	Rating * Use scale below
1.				
2.				
3.				

*

Rating

E = Exceeded Expectations

G = Met expectations

I = Improvement needed

Upon completion, please review these deliverables with your manager and sign below

Employee's Name

Manager's Name

Employee's Signature

Manager's Signature

Date

Date