

Policy: AD-06-44

Policy Title: Interview Process Policy

Policy Purpose: Set forth procedural guidelines to be followed when interviewing job applicants

Implementation Date: 10/09/2006

Revision Date: NA

TOWN OF WESTFIELD PUBLIC WORKS DEPARTMENT

HIRING PROCESS AND FINAL AUTHORITY POLICY

This policy has been established to set forth guidelines on the process for interviewing job applicants for positions in the Westfield Public Works Department. This policy will include various forms that are required to be filled out and submitted during the interview process. The utilization of these forms will allow for a more consistent interview process and maintain an efficient and productive process for hiring the best candidate for the job.

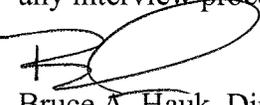
The following forms will be utilized for the hiring process (attached):

- Employment Application (**HF 100**)
- Phone Interview Questionnaire Form (**HF 101**)
- Interview Form
 - General Interview Form (**HF 103**)
 - Professional Interview Form (**HF 104**)
 - Management Interview Form (**HF 105**)
- Ranking Comparison Scale
 - General Interview Form (**HF 107**)
 - Professional Interview Form (**HF 108**)
 - Management Interview Form (**HF 109**)
- Rejection Letter (**HF 110**)
- Personal Reference Verification Form (**HF 111**)
- (If applicable) Employee Referral Form (**HF 112**)

All candidates must pass a drug test and a criminal background check and have a valid State of Indiana driver's license. The Director of Public Works has the ultimate authority to make final decisions on any employment action.

All these forms will be stored in the PW Shared\Hiring Forms Folder.

These forms should be filled out and submitted to the Office Manager after the interview process. These forms must be filed and saved for one year following the completion of any interview process.



Bruce A. Hauk, Director
Westfield Public Works Department



WESTFIELD PUBLIC WORKS

HF 100

Westfield Public Works

DATE completed: _____

EMPLOYMENT APPLICATION

Name: _____

Other names used in previous Employment/Education Records)

Mailing Address: _____

Street

City

Zip

Telephone: Day () _____ Evening _____ S.S.# _____

Position Applying For: _____ Referred by: _____

Type of Employment Desired: _____ Full-time _____ Part-time _____ Summer _____ Co-op _____ Temporary

Were you ever previously employed by the Westfield Public Works? _____ Yes _____ No

If Yes, list dates, location(s) and position(s): _____

Are you at least 18 years of age: _____ Yes _____ No If you are under 18 and it is required, can you furnish a work permit? Yes _____ No _____

Are you able to perform the functions of the job for which you are applying with or without reasonable accommodation? Yes _____ No _____

If hired for a position requiring driving, can you provide a current drivers license for yourself? _____ Yes _____ No

Have you even been convicted of a felony? _____ Yes _____ No If yes, explain:

(In CA, exclude convictions ordered sealed, expunged or statutorily eradicated)

(A yes answer will not necessarily disqualify you from employment. Conviction will not necessarily be a bar to employment. Factors such as the date and nature of the offense and its relationship to the position for which you are applying will be considered.)

EDUCATION					
School	Name and Location of School	Course of Study	No. of Years Completed	Did You Graduate?	Degree or Diploma Earned
High School					
Business Trade/Technical					
College					
Graduate School					

Professional Licenses or Certificates: _____

If your application is considered favorably, on what date can you start? _____

Can you provide references? _____ Yes _____ No

EMPLOYMENT - Complete all information for each position held, most recent first, and explain any gaps in employment.

1		Telephone
		Employed - (Month & year) From _____ To _____
		Salary Start _____ Last _____
		Reason for Leaving
2		Telephone
		Employed - (Month & year) From _____ To _____
		Salary Start _____ Last _____
		Reason for Leaving
3		Telephone ()
		Employed - (Month & year) From _____ To _____
		Salary Start _____ Last _____
		Reason for Leaving
4		Telephone ()
		Employed - (Month & year) From _____ To _____
		Salary Start _____ Last _____
		Reason for Leaving

U.S. Military Service: ____ Yes ____ No

Are you presently authorized to work on a full-time basis in the United States? ____ Yes ____ No

Will you now or at some future time require sponsorship for an employer sponsored visa status. (e.g., H-1 status)? ____ Yes ____ No

READ CAREFULLY BEFORE SIGNING

I understand and agree that my submission of this application and my signature below indicate that I certify that the above information is true and complete to the best of my knowledge, and that I understand and agree as follows: Any misrepresentation, omission, or false statement contained in or supplied by me in connection with my application, resume, or drug test will be cause at anytime for cancellation of any job offer, dismissal, and/or negation of any additional employment consideration or agreement(s). In connection with my application for employment, WPWD, its employees and its agents are authorized by me to conduct a background investigation to assess my suitability for employment, and may contact any sources necessary to do so. I hereby release WPWD, its employees, agents, officers, affiliates, successors and assigns, and any persons or entities contacted by WPWD in order to undertake an investigation of my suitability for employment, from any legal claims I might assert arising from such investigation (including, but not limited to, claims for invasion of privacy and defamation). I authorize the release of all information from schools, employers, and any public records, as may be needed by WPWD to complete the processing of my application for employment. If employed by WPWD, employment will be and remain at will, unless otherwise provided by a collective bargaining agreement or a written agreement signed by me and an officer of the Company. This means that I will have the right to end my employment at any time for any or no reason, with or without notice or cause, and WPWD will have the same right. WPWD does not enter into oral contracts of employment. Any offer of employment I may receive will be conditioned on: the results of any investigation by WPWD of my suitability of employment; my undergoing and the results of a drug test; my ability to meet the qualifications for the position in question; and my providing required documentation of my identity and legal eligibility to work in the U.S. If I am hired, I may be required to produce other documentation such as any current driver's license I may have, record of birth, etc. This application is valid for consideration only for the specific position for which I have applied, thereafter, I must reapply if further interested in employment. **No effort will be made to contact my present employer prior to my accepting an employment offer unless I have so authorized by initialing the following _____.**

Signature of Applicant _____

Date _____



WESTFIELD PUBLIC WORKS

LOCATION: _____
 POSITION: _____
 REPORTS TO: _____
 URGENCY: _____
 RANGE: _____

CANDIDATE: _____
 CURR. POSITION: _____
 REPORTS TO: _____
 EMPLOYER: _____
 SALARY: _____

JOB REQUIREMENTS

PROFESSIONAL SKILLS

MAJOR PROJECTS (TO DO)

ACCOMPLISHMENTS

COOPERATE CULTURE

Team player _____
 Self Starter _____
 Motivated _____
 Customer focused _____

PERSONAL STYLE

OTHER COMMENTS: **Salary expectations** _____ **Start?** _____

Why in job market?

RESULTS/FOLLOW-UP ACTIONS:



WESTFIELD PUBLIC WORKS GENERAL INTERVIEW FORM

SCORE

JOB EXPERIENCE/RELEVANCIES

1. Tell me about yourself. _____
2. What were your key accountabilities/responsibilities in your last position or other jobs that would be relative to this position?
3. Could you comment on technical skills applicable to this position?
4. Tell me briefly about your writing skills experience?
5. Any "success stories" you wish to share?
6. What responsibilities of the position do you think are most important?

QUALITY OF WORK (attention to details)

1. Have you ever been recognized for the quality of your work? Are you better at quality or quantity? _____
2. How would you rate your attention to details versus your productivity? Have you ever had to sacrifice quality for quantity?
3. What have prior supervisors said about your attention to details?

CUSTOMER SERVICE

1. Tell me about your experience dealing with the public. _____
2. What are the steps involved in successfully handling an irate customer?
3. How would you handle a customer who used abusive language?
4. Who was your customer in your last job? How did you measure your service level to them?

DEPENDABILITY

1. How would prior supervisors describe your dependability? _____
2. Describe your commitment to punctuality.

TEAMWORK/INTERPERSONAL SKILLS

1. What are the characteristic of a successful team? _____
2. What are the important qualities a person should have to become an effective team member?

3. What type of people do you work best with?
4. How would your peers describe working with you?
5. Have you ever had to obtain cooperation from another department or difficult co-worker?
How did you/were you successful?

ENERGY/ENTHUSIASM

1. Do you prefer to focus on one task at a time or do you like to have a lot going on? Examples.

2. Have you ever had responsibility managing multiple high priority tasks with deadline pressures?
Can you give me an example and how you handled it?
3. How do you manage quality of work with multiple tasks?
4. What type of work environment do you favor/allows you to excel?

STRESS

1. How well do you work under stress? Examples?

2. What does it take to get under your skin?
3. How do you set priorities?
4. Describe a setback or disappointment and how you dealt with it.

ETHICS

1. Mistakes are a common consequence. Give an example of a mistake you made and how you dealt with it.

2. Have you ever been placed in a compromising position from an honesty/integrity standpoint?
How did you handle the situation?
3. Complete the following: "Honesty is always (or sometimes) the best policy because...."

COMMUNICATION SKILL

(Measure throughout the interview. Relaxed, responsive, brief, reflective are some of the areas you might measure.

TOTAL SCORE

COMMENTS:

High points of the interview....

Low points of the interview....

Interviewer _____ Applicant _____ Date _____



WESTFIELD PUBLIC WORKS PROFESSIONAL INTERVIEW FORM

SCORE

JOB EXPERIENCE/RELEVANCIES

1. Tell me about yourself. _____

2. What were your key accountabilities/responsibilities in your last position or other jobs that would be relative to this position?

3. This person will need to determine HR Strategy for department..any experience/how would you approach?

ENERGY/ENTHUSIASM

1. Do you prefer to focus on one task at a time or do you like to have a lot going on?
Can you give me an example ? _____

2. Have you ever had responsibility managing multiple high priority tasks with deadline pressures? Can you give me an example and how you handled it?

3. What about this particular opportunity motivates you to apply for it?

4. What type of work environment do you favor/allows you to excel?

NEED FOR SUPERVISION

1. Some people thrive on timely, close at hand direction from their supervisor and others prefer total autonomy. Describe your preferred relationship with a supervisor. _____

2. Have you had responsibility with limited supervision? What did you like and not like?

3. In your previous jobs, how often did your supervisor have to check on the quality of your work? How did you feel about that?

4. Ever been recognized for exceeding expectations by a supervisor?

INITIATIVE /CREATIVITY

1. Have you ever been recognized for doing something different or creating change that produced outstanding results? Tell me more about that. _____

2. Describe the process you use to develop new processes.

3. Can you give me an example of adapting to change? (Leave "open")

TEAMWORK/CUSTOMER COMMITMENT

1. How would your peers describe working with you? _____

2. Have you ever had to obtain cooperation from another department or difficult co-worker?
How did you/were you successful?

3. Who was your customer in your last job? How did you measure your service level to them?

COMMUNICATION SKILL

(Measure throughout the interview. Relaxed, responsive, brief, reflective are some of the areas you might measure.

1. Describe an example of getting cooperation from an executive team to roll out a program or change.

JUDGMENT/MATURITY

(Measure throughout the interview. Measure maturity, confidence, ability to reflect BEFORE answering questions.)

TOTAL SCORE

COMMENTS:

High points of the interview....

Low points of the interview....

Interviewer _____ Applicant _____ Date _____



WESTFIELD PUBLIC WORKS

HF 105

MANAGEMENT ASSESSMENT / INTERVIEW FORM

SCORE

JOB EXPERIENCE/RELEVANCIES

1. Tell me a little bit about yourself.
2. Briefly describe your (specific position) knowledge/background? (Probe for relevant sales, technical, systems experience)
3. What were your key accountabilities/responsibilities in your last position?
4. Share a gratifying experience in your current/most recent. Share a disheartening experience.
5. How would you measure success for your position?

MANAGEMENT EXPERIENCE

1. Briefly describe your management experience, scope of responsibility.
2. How many management assignments have you had? Were there any unique circumstances?
3. How did you establish standards, goals, priorities for yourself..for your people?
4. Describe a situation which demonstrates your ability to get things done through others.
5. How do you deal with poor performers? Good performers?

LEADERSHIP STYLE

1. Think of the best leader you are aware of. What skills/behaviors made them the best?
2. How would you describe your leadership style? Would your people agree?
3. Think about your experiences supervising others. Do you recall a difficult situation? How did you handle it?
4. Can you give me an example of taking a risk to get the job done? Results?
5. Have you ever been recognized for doing something differently or creating change that produced outstanding results?

CUSTOMER SERVICE

1. Who was your customer in your last position? How did you measure your service level to them?
2. How did you determine your customer's needs? Is it important? How so?
3. How effective have you been getting others to deliver outstanding customer service?
4. Can you give me your definition of being "customer driven".

TEAMWORK

1. How would your peers describe working with you? How about other departments?
2. Have you ever had to obtain cooperation from another department or difficult co-worker? How did/were you successful?
3. Do other departments depend on you? In what ways and how do you measure up?
4. Why is teamwork important? How do you work at achieving it?
5. Have you seen poor performance or execution because of lack of teamwork? If so, please explain.

MANAGEMENT ASSESSMENT / INTERVIEW FORM (cont'd)

ETHICS/VALUES

1. Have you ever had your personal integrity challenged by a business situation? How did you respond? _____
2. If you had to define what you "stand for", how would you define it?
3. How would you describe the relationship between winning and ethics?
4. Mistakes are a common consequence. Can you give me an example of a mistake you made and how you dealt with it?

INTERPERSONAL

1. Would friends describe your personality as reserved or outgoing? Do you agree? Would friends agree or disagree? _____
2. If you had the chance to redirect your personality, would you change it? How?
3. Do you prefer to take a leadership role in social discussions or more laid back?
4. How do you manage or balance the business relationship and the friendly relationship with subordinates?

Evaluate style during interview. Look for enthusiasm, confidence, balanced sense of humor and seriousness, articulate, relaxed.

PERSONAL ORGANIZATION/TIME MANAGEMENT

1. Do the amount of hours you work affect your social/personal life? How do you balance business with personal life? _____
2. Some people thrive on timely, close at hand direction from their supervisor and others prefer total autonomy. Describe your preferred relationship with a supervisor.
3. Describe your organizational skills and acumen. How do you prioritize daily and/or long term tasks?
4. Can you work well under stress? Examples?
5. Have you had responsibility with limited supervision? What did you like and not like?

DECISION MAKING/PROBLEM SOLVING SKILLS

1. Briefly explain an example of your decision making methodology. Do you make better decisions individually or collectively? Example _____
2. Can you think of an example reflecting your problem solving approach and skill?
3. Would you describe yourself as slightly cautious or highly active when tackling problems? Why?
4. Have you ever been recognized for doing something different or creating change that produced outstanding results? Tell me more about it.

OVERALL SCORE

Wrap Up:

Is there anything I failed to ask you to help me better understand you?

What questions do you have for me?

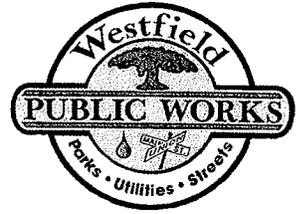
High Points:

Low Points:

RATING SCALE
5=Meets all requirements for the position
4=Meets most of the requirements
3=Meets some of the requirements
2=Meets a few of the requirements
1=Meets none of the requirements

Interviewer _____ Applicant _____ Date _____

WESTFIELD PUBLIC WORKS



DIRECTOR OF PUBLIC WORKS
BRUCE A. HAUK

TOWN COUNCIL
JOHN B. HART
DAVID D. MIKESSELL
TERESA OTIS SKELTON
ROBERT J. SMITH
RONALD W. THOMAS

CLERK-TREASURER
CINDY J. GOSSARD

September 1, 2006

Jane Doe
123 Any Street
Indianapolis, IN 46220

Dear Jane:

Thank you for taking the time to meet with me to discuss Westfield Public Works opening for a (INSERT POSITION NAME HERE). I learned a great deal about your accomplishments and aspirations and appreciate the interest you expressed in our company.

When filling a position, Westfield looks at a number of factors such as experience, demonstrated skills, knowledge and the ability to handle key job-related situations. This can make the selection process difficult when we are fortunate enough to attract many qualified candidates like you. With only one opening, however, we are forced to turn away many fine applicants. Accordingly, we regret that we are unable to extend an offer of employment to you at this time.

Your credentials are impressive and we hope you again consider us for employment in the future.

Sincerely,

Bruce Hauk
Director, Westfield Public Works



WESTFIELD PUBLIC WORKS PERSONAL REFERENCE VERIFICATION

IDENTIFIERS

Applicant _____ SSN _____

Name of Information Provider _____

Telephone Number of Information Provider _____

Processed by / Date / Time _____

1. Are you related to the applicant? (please circle one) YES NO

2. How long have you known the applicant? _____

3. How do you know the applicant? _____

EMPLOYMENT DATA

1. Do you know the occupation of the applicant? (please circle one) YES NO
If yes, what do you believe it to be? _____

2. Do you know if the applicant is presently employed? (please circle one) YES NO

If yes, do you know where? _____

In what capacity? _____

CHARACTER ASSESSMENT

Do you know the applicant to be honest and ethical? (please circle one) YES NO

If no, please: _____

GENERAL INTERESTS

Do you know what hobbies/activities the subject most enjoys? (please circle one) YES NO
If you know, please briefly tell me what you believe them to be? _____

Indicate by checkmark in the appropriate column those items in which you feel qualified to evaluate the applicant.

Description	Above Average		Average		Below Average		Not Known
Dependability							
Disposition, attitude							
Emotional stability							
Initiative							
Leadership skills							
Personal integrity & honesty							
Personal appearance							
Verbal communication							

Additional comments that you feel may be helpful in making a hiring decision:



WESTFIELD PUBLIC WORKS

EMPLOYEE REFERRAL FORM

Referral request submitted by _____

Name of employee making referral _____

Name of candidate being referred _____

Referral position _____

Date of referral _____
(must be submitted during hiring process)

OFFICE USE ONLY

Verified by _____ Date _____

Candidate's Name _____

Candidate hired? YES / NO If yes, hire date _____
(please circle one)

Six months completed when? _____

Referral amount due _____