
**CITY OF GALLATIN
SPECIAL-CALLED COUNCIL COMMITTEE MEETING**

July 30, 2013

5:00 pm

**Dr. J. Deotha Malone
Council Chambers**

- Call to Order: Councilman Hayes Presiding
- Roll Call: Vice Mayor Alexander – Brackenbury – Camp – Hayes – Kemp – Mayberry – Overton – Mayor Graves
- Public Recognition on Agenda-Related Item Only

AGENDA

Interview and evaluation of candidates for position of City of Gallatin Personnel Official/Human Resources Director. Interview guidelines from the Municipal Technical Advisory Service are included with this agenda.

- Adjourn

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ORAL INTERVIEWING

Purpose

The oral interviews, in which you will participate, are the most important part of the recruitment and selection process. The purpose of the interview is to:

- (1) determine the relevance of a candidate's experience and training;
- (2) appraise personality and motivation of the candidate;
- (3) fill-in gaps or answer questions generated by the application or resume'.

For the oral interview, each board member will be supplied with a copy of the job description, the list of questions to be asked, and a rating form. The job description for the position provides the qualifications desired, and the desired knowledge and abilities needed for the position.

The following facts should be kept in mind during the course of the Interviews:

- (1) **No attempt should be made during an interview to discover the political, religious, labor or fraternal affiliations or sympathies of the applicant.**
- (2) **The purpose of the interview is not to put candidates "on the spot", but rather to furnish them an opportunity to reveal those special qualities they possess.**
- (3) **The main purpose of the interview is to evaluate as objectively as is possible the appearance, intelligence, character, judgement, behavior, habits, and overall skills and abilities needed for satisfactory performance in this position.**

The Interview Process

Interviews are trying experiences for all concerned, but they can be made a reasonably satisfactory experience, even for those who do not receive high ratings. The aim is to make the applicant feel that he/she has been given a fair opportunity to demonstrate his/her ability and fitness for the position for which the interviews are being conducted.

The responsibility for the tone of the oral interview rests in the hands of the interviewers. It is the way you handle each applicant that will, in a large measure, crystallize his/her feelings about the fairness of the whole selection process. These suggestions are made for conducting interviews:

(Before the interview)

- (1) Arrange interview room so that the applicant is visible and heard by each committee member, and is seated at a table or desk if you were in a conference. Arrange the applicant's chair so that it does not face a window or a strong light.
- (2) See that the desk is not cluttered with papers, and that no rating is done during the interview. Pencil notes may be made during the interview for later reference in rating the applicant.

(During the interview)

- (1) Cordially introduce the members of the interview committee to the applicant.
- (2) Explain the purpose of the interview to the applicant and any other information about special conditions and timetables.
- (3) Begin the interview with an easy question having to do with the applicant's experience and training. Suggested questions are among those attached. The use of a general question which the applicant is familiar with is a good way of putting the applicant at ease at the beginning of the interview.
- (4) Be sure the applicant does not receive the impression that you are staring. It is taken for granted, however, that you will have to observe him/her carefully.
- (5) The applicant's remarks should be acknowledged, and you should be sure your interpretation of his/her meaning is correct. The applicant shouldn't be able to determine from your words or manner whether or not you agree with him/her.
- (6) Avoid questions on highly controversial subjects such as religion, politics, or labor affiliations. If the applicant brings them up, indicate that such subjects are not properly a part of the interview. Care should be taken, however, not to embarrass the applicant in so doing.
- (7) Argument with the applicant has no place in the oral interview. It is not necessary to convince the applicant of anything in the interview, except of your own good will toward him. If the

applicant becomes argumentative, the subject should be changed.

- (8) **See that most of the talking is done by the applicant.**
- (9) When the applicant shows a tendency to wander from the subject, it is well not to stop him/her immediately, **as this in itself is a personality trait worth noticing.**
- (10) It is important to hold to the schedule, but, no interview should be terminated until you are satisfied that you have a foundation for your judgment. Also, each applicant, regardless of apparent merit, should be questioned long enough to give him/her a fair opportunity, even though your first impression is that he/she will be rated low. Quite frequently this first impression is radically changed as the interview progresses.

(After the interview)

- (1) Each interviewer should record his/her own estimate of the applicant's qualification on the rating forms which will be provided. Generally speaking, discussions concerning an applicant's qualifications should be withheld until all members of the interview committee have had an opportunity to rate the candidate.

Interview Questions

Several general questions which have been tried in other interviews and proved useful have been attached. Each member of the committee should participate in every interview.

The leader will greet the applicant, introduce him/her to the committee members, explain briefly the purpose of the interview, and ask the first question.

One question should be asked of each applicant before he/she leaves the room. This question is "Do you have any additional statements you would care to make or any questions you would like to ask the board?"

RATING SCALES

A copy of the rating form with necessary instructions is attached for your review. It is believed that the instructions are self-explanatory.

Certain general considerations in the rating process are as follows:

- (1) You are to rate each applicant by placing a check mark at that point on the scale where, in your judgment, the applicant stands.
- (2) The objective is to rate the overall personal fitness of the applicant with what you feel the needed factors are for satisfactory performance of the position.
- (3) Do not hesitate to rate applicants either very high or very low if you feel that such ratings are justified. The fact that multiple interviewers will rate independently each applicant will tend to average extremes. The ratings given by the committee members should be averaged in arriving at the applicant's numerical score on the oral interview.
- (4) If it is necessary to adjust an applicant's rating prior to adjournment of the Committee, make a new check mark on the scale. Place your initials above the mark you desire to use in the scoring. Do not erase the original check-mark you placed on the scale. All rating forms are to be signed by the interviewer.
- (5) On the rating sheet you will find spaces for comment. For a number of reasons it is desirable to record statements of one kind or another. Some of the reasons are as follows:
 - (a) Many applicants after an examination, not in a spirit of dissatisfaction but in one of curiosity and self-improvement, desire to review their interview results. It is helpful to both the applicant and the reviewer answering the applicants questions see notations which explain favorable or poor ratings. Poor ratings and a total absence of comment are un-enlightening and hard to justify.
 - (b) Comments should be made on each applicant rated either very low or very high on the scale of the

rating form.

- (c) Comments also have an identifying value. Even in a single day of interviewing it is often found desirable to refer back to ratings made earlier in the day. Sometimes it is desirable to make an adjusted rating. Identifying comments also have value to central office personnel in recalling circumstances surrounding an individual or a situation.

COST OF POOR SELECTION

When people understand the financial liabilities for their selection decisions, they tend to be more conscious of them. There are basically two (2) types of cost associated with selection decisions. They are:

1. Tangible costs:

- (a) Administrative Cost (advertising, time spent by personnel processing applicants, time spent by personnel and the manager interviewing applicants, etc...);
- (b) Salary (the portion of the salary paid the employee);
- (c) Benefits (insurance premiums paid, retirement, vacation/sick days granted, etc...);
- (d) Training cost (cost of the supervisor's time spent training new employees, cost of time spent orienting new employees, etc...).

2. Intangible costs:

- (a) Loss of production;
- (b) Loss of potential production increases;
- (c) Increased cost due to attendance problems, accidents and the cost associated with disciplining employees.

There is a third cost associated with poor selection decisions. It has to do with legal costs. There are basically two (2) types of legal cost. They are:

1. Legal fees (outside legal assistance could be as much as \$20,000)
2. Legal penalties (injunctive relief, "front pay"(an amount for a reasonable future period required for the victim to reestablish his/her rightful place in the job market), back pay (pay lost), and/or reinstatement.)

USING STRUCTURED INTERVIEW PROCESS

A Structured Interview process allows you to determine how someone will act in a given situation based on their past performance. The Technique allows the interviewers to get away from generalities and focus on specific performance of a candidate. Some examples of how this could be used are as follows:

Previously the City used this question:

How would you go about getting to know the staff and the community during your first three months of employment?

That same question can be re-worded and re-framed as follows:

Set-up: Have you ever walked into an organization where you did not know any of the employees?

Question: Tell us how you went about getting to know the staff and the community.

Follow-up: How did that work? (Or) Was that successful? Why? How long did that take?

A Previous Question:

What specific steps would you take to get at the cause of an employee morale problem?

That same question re-worded and re-framed comes out as follows:

Set-up: Have you ever had to deal with an employee morale problem?

Question: Describe the situation and how you dealt with it.

Follow-up: Would you consider the results to be successful?

ATTACHMENTS

SUGGESTED QUESTIONS FOR INTERVIEWS
CORE QUESTIONS:

OPEN THE INTERVIEW (Initial Questions):

- C0001 (FIRST NAME) , what is your full name?
- C0003 Would you briefly relate your educational background?
- C0004 What is your current employment status?
- C0005 Would you briefly summarize your work history?
- C0006 Why are you interested in a new position at this time?
- C0007 When would you be available to begin work in a new position?

CONTINUING EDUCATION

How do you stay current with the new techniques in your field?

EXECUTIVE ADMINISTRATIVE AND MANAGERIAL

General:

- EX001: How would you describe your approach to managing people?
- EX002: Please describe your experience in long range planning.
- EX003: What is the biggest budget you have ever been responsible for?
- EX004: Describe the personnel in your most recent department in terms of numbers and job categories?
- EX005: What criteria do you use in selecting employees for your department?

- EX006: What experience have you had using a microcomputer?
- EX007: What microcomputer software applications are you familiar with?
- EX008: Describe your approach to getting a job done.
- EX009: What types of positions have been under your jurisdiction?
- EX010: Most of us have one or more new concepts, projects, or innovations that we are especially proud of creating. Can you describe one such innovation of your own?
- EX011: What is your own personal planning process that works for you?
- EX012: Please give me some examples of important decisions you have had to make.
- EX013: Please describe your decision-making process.
- EX014: When you have a difficult decision to make, with whom do you consult?
- EX015: Which decisions come easy and which ones are more difficult For you?
- EX016: Sometimes we make a decision that we would like to take back. Any such examples from your experience?
- EX017: What was your worst business decision and how did you react to it?
- EX018: Most of us become better decision makers as we gain experience. How have you improved your decision-making.
- EX019: What is your selection technique for hiring subordinates?
- EX020: How do you go about terminating an employee?
- EX021: How would your employees describe you as a manager?

Accounting and Audit:

EX076: Please tell me about several different types of budgets for which you have been responsible.

Human Resources:

EX101: What is your experience with risk management?

EX102: How would you minimize your city's exposure to loss from work-related injuries?

EX114: For which personnel and payroll records have you been responsible?

EX115: How familiar are you with computerized record systems?

EX123: Describe the best training program you have been involved with and tell me how the results were measured?

Marketing, Advertising and Public Relations

EX168: What is your public speaking background?

EX169: With what news media have you dealt most often?

EX170: Tell me about your approach when dealing with the news media.

EX171: What has been your most important contribution to the public image of an employer?

EX172: Describe your most difficult public relations assignment and how you handled it.

EX177: How much authority have you had to purchase goods on your own?

EX178: What criteria do you evaluate before you make a purchasing decision?

Supervision

- EX190: What do you look for in a prospective employee?
- EX191: In your most recent position, what was your responsibility for hiring your own people?
- EX192: Describe your method of coaching your employees.
- EX195: What is your attitude about carrying out management policy that you or your people don't believe in?
- EX215: What is the largest number of people you have supervised?
- EX218: In your most recent position, how did you approach discipline and morale in your department?

PERSONALITY QUESTIONS

General

- PCO03: What are your strongest personal assets?
- PCO04: In which areas of your work are you generally complimented?
- PCO05: In which areas of your work are you generally criticized?
- PCO07: What are your own special abilities?
- PCO09: What kind of work interests you the most?
- PCO10: How much of your day should be devoted to routine work?
- PCO14: What is unique about yourself?
- PCO15: Do you usually "tell it like it is" or do you like to be diplomatic?
- PCO18: What did you enjoy most about your most recent job?

- PC019: What did you enjoy least about your most recent job?
- PCO20: What are some things you wish to avoid in your next job?
- PCO22: In your most recent position, how closely do you work with other employees in your department?
- PCO24: What characteristics do you admire in others?

Honesty and Candor

- PC026: What would your present or previous supervisor say is your weakest area?
- PCO27: How would you describe yourself?
- PC029: Why should this employer hire you?
- PCO30: Why are you interested in this position?
- PC031: What have you learned from your mistakes?
- PCO32: Do you feel you can work for someone who is not as smart or experienced as you are?
- PCO35: What are your feelings about an employee stealing from an employer?
- PC036: Could you ever justify an employee stealing from his employer?
- PCO39: What prompted your decision to apply for employment with this city?

Motivation

- PCO43: What motivates you to put forth your greatest effort?
- PCO44: Have you ever considered going into business for yourself?
- PCO48: How would you describe your own standards of performance?
- PCO49: In your most recent job, what did you spend most of your time doing?
- PC050: How many hours a week do you think a person should spend on his job?

PCO53: What other goals, not related to career, have you set for yourself?

PCO54: What do you think you will be doing five years from now?

Organization

PCO64: How important is attention to detail?

PCO65: Do you work best from a plan or in response to deadlines, and why?

PCO66: How organized are you about your work?

PCO67: How do you plan your day at work?

PCO71: How do you determine the priorities for your day's activities?

PCO72: What is your system for keeping track of appointments and meetings?

PCO73: How do you stay current with the new techniques in your field?

PCO74: Describe to me your procedures for generating regularly scheduled reports?

Resourcefulness

PCO75: What can you tell me about the city and position for which you are applying?

PCO79: Give an example of how you work independently without close supervision.

PCO80: What changes did you make in your most recent job during the time you held it?

PCO81: If you could have offered one suggestion to management in your most recent job, what would it have been?

PCO82: When given an unfamiliar job responsibility, what do you do?

Stability and Dependability

- PCO83: Have you ever changed your career and why?
- PCO84: Please cite an example of when you might get impatient with people at work.
- PCO85: Are there any personal circumstances which would limit your ability to take on this job at this time?
- PCO86: Please describe your personal record of punctuality and dependability.
- PCO92: What elements do you consider when contemplating a job change?

Value System

- PCO95: How has your family influenced your choice of career?
- PCO96: What is more important to you, the money or the job?
- PC099: What do you think is going to make the difference between success and failure in this job?
- PC102: What are two things which are very important to you in a job?
- PC103: What would you say are the milestones in your life up till now?
- PC105: What do you feel are your primary responsibilities to your employer?

PREVIOUS AND PRESENT EMPLOYMENT

- PE001: Specifically, what accomplishments from your background prepare you for this position?
- PE002: What has been your biggest contribution to your most recent employer?
- PE003: What tangible, measurable effect did your work have on your most recent employer's bottom line?

- PE005: How do you feel about your current or previous employer?
- PE006: On a scale of 1 to 10, where would you rank your current or most recent job?
- PE008: What have you learned from some of the jobs you have held?
- PE009: Please describe the recommendation you would receive from your most recent supervisor.
- PE012: In your most recent job, were there any special obstacles you had to overcome to get results?
- PE013: What did you learn from your most recent employer that was valuable?
- PE014: What were the negatives about your most recent position?

PHYSICAL HEALTH

- PH001: Do you have any physical condition or handicap which may limit your ability to perform the job applied for and if you do, what can be done to accommodate your limitation?
- PH005: How do you go about handling stress?

SALARY

- SY001: What kind of starting salary do you expect?
- SY002: What salary expectation do you have for this job position over the long term?
- SY003: What is the salary range for your current or most recent job?

CLOSE THE INTERVIEW (Final Question):

- C0008 Is there anything more you would like to say about yourself with regard to this job position?

Lawful and Unlawful Inquiries During Pre-employment Interviews

Any inquiry is forbidden which, although not specifically listed among those below, is designed to elicit information as to race, color, ancestry, age, sex, religion, or arrest and court record unless based upon a bona fide occupational qualification.

SUBJECT LAWFUL INQUIRIES

NAME Have you worked for this company under a different name?

Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.

MARITAL/FAMILY

STATUS Whether applicant can meet work schedules or activities, commitments or that may hinder the meeting of work attendance requirements.

Inquiries as to duration of stay job or anticipated absences which are made to males and females alike.

AGE

If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of age by birth certificate after being hired.

SUBJECT LAWFUL INQUIRIES

UNLAWFUL INQUIRIES

Inquiries about the name which would indicate applicant's lineage, ancestry, national origin or descent.

Inquiry into previous name of applicant where name has been changed by court order or otherwise.

Indicate: Miss, Mrs., or Ms.

Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc.

Number and age of children. Information on childcare arrangements.

Any question concerning pregnancy.

Any such question which directly or indirectly results in limitation of job opportunity in any way.

Requirements that applicants state age or date of birth.

Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record.

AGE (cont) Inquiry as to whether or not applicant meets the minimum age requirements as set by law and requirements that upon hire proof of age must be submitted in the form of a birth certificate or other forms of proof of age.

If age is a legal requirement: "if hired, can you furnish proof of age?" or that hire is subject to verification of age.

Inquiry as to whether or not an applicant is younger than the employer's regular retirement age.

DISABILITY

Can you perform the "essential functions" of the job with or without a reasonable accommodation".

UNLAWFUL INQUIRIES

The Age Discrimination in Employment Act of 1967 forbids discrimination against persons over the age of 40.

The Rehabilitation Act of 1973 and the Americans With Disabilities Act forbids employers from asking job applicants general questions about whether they are disabled or asking them about the nature and severity of their disability.

An employer must be prepared to prove that any physical and mental requirements for a job are due to "business necessity" and the safe performance of the job.

Except in cases where undue hardship can be proven, employers must make "reasonable accommodations" for the physical and mental limitations of an employee or applicant.

SUBJECT LAWFUL INQUIRIES

SEX

RACE OR COLOR

General distinguishing physical characteristics such as scars, etc.

ADDRESS OR DURATION OF RESIDENCE

Applicant's address.

Inquiry into place and length of and previous address.

How long a resident of this state or city?

UNLAWFUL INQUIRIES

Sex of the applicant.

Any other inquiry which would indicate sex.

Sex is not a bona fide occupational qualification because a job involves physical labor (such as lifting) beyond the capacity of some women nor can employment be restricted just because the job is traditionally labeled "men's work" or "women's work".

Sex cannot be used as factor for determining whether or not an applicant will be satisfied in a particular job.

Applicant's race.

Color of applicant's skin, eyes, hair, etc., or other questions directly or indirectly indicating race or color.

Applicant's height of weight where it is not relative to job.

Specific inquiry into foreign addresses which would indicate national origin.

Names or relationship of persons with whom applicant resides.

Whether applicant owns or rents home.

SUBJECT LAWFUL INQUIRIES

BIRTHPLACE

Can applicant, after employment, submit a birth certificate or other proof of U.S. citizenship?

RELIGION

An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with religious or other personal conviction.

MILITARY

Type of education and experience in service as it relates to a particular job.

PHOTO

May be required after hiring for identification.

UNLAWFUL INQUIRIES

Birthplace of Applicant.

Birthplace of applicant's parents, spouse, or other relatives.

Requirement that applicant submit a birth certificate, naturalization or baptismal record before employment.

Any other inquiry into national origin.

Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed.

Applicants may not be told that any particular religious groups are required to work on their religious holidays.

Any inquiry to indicate or identify religious denomination or customs.

Type of discharge.

Request photograph before hiring.

Requirement that applicant affix a photograph to his application.

Request that applicant at his option, submit photograph. Requirement of photograph after interview, but before hiring.

SUBJECT LAWFUL INQUIRIES

CITIZENSHIP

Are you a citizen of the United States?

If you are not a U.S. citizen, have you the legal right to remain permanently in the U.S.?

Do you intend to remain permanently in the U.S.?

Statement that if hired, applicant may be required to submit proof of citizenship.

If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status?

**ANCESTRY OR
NATIONAL ORIGIN**

Languages applicant reads, or writes fluently.

EDUCATION

Applicant's academic, or professional education; school attended.

Inquiry into language skills such as reading, speaking, and writing foreign languages.

UNLAWFUL INQUIRIES

Of what country are you a citizen?

Whether applicant or his parents or spouse are naturalized or native born U.S. citizens.

Date when applicant or parents or spouse acquired U.S. citizenship.

Requirement that applicant produce his naturalization papers.

Whether applicant's parents or spouse are citizens of the U.S.

Inquiries into applicant's lineage ancestry, national origin, descent, birthplace or mother tongue.

National origin of applicant's parents or spouse.

Any inquiry asking specifically the nationality, racial or religious affiliation of a school.

Inquiry as to what is mother tongue or how foreign language ability was acquired.

SUBJECT LAWFUL INQUIRIES

EXPERIENCE

Applicant's work experience; names and addresses of previous employers, dates of reasons for leaving, salary history. Other countries visited.

CONVICTION

Inquiry into actual convictions which relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.)

RELATIVES

Names of applicant's relatives employed by this company.

Names and addresses of parents or guardians of minor applicants.

NOTICE IN CASE OF EMERGENCY

Names of persons to be in case of accident emergency.

ORGANIZATION

Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership.

What offices are held, if any?

CREDIT RATING

None

UNLAWFUL INQUIRIES

Any inquiry relating to arrests.

Asking or checking into a person's arrest, court, or conviction record not substantially related to functions and responsibilities of the prospective employment.

Name or address of any relative of adult applicant.

Name and address of relatives to be notified in case of accident or emergency.

List all organizations, clubs, societies, and lodges to which you belong.

The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, or ancestry of the membership.

Any questions concerning credit rating, charge accounts, etc.

SUBJECT LAWFUL INQUIRIES

UNLAWFUL INQUIRIES

REFERENCES

By whom were you referred for position here?

Names of persons willing to provide professional and/or character references for applicant.

Require the submission of a religious reference.

Request reference from applicant's pastor.

MISCELLANEOUS

Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.