

POLICY NUMBER  
LMP-3-92

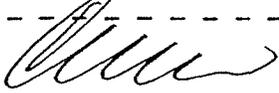
City of Miami

REVISIONS

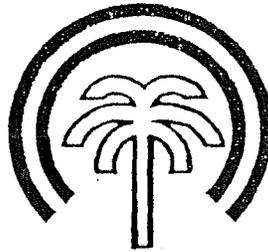
DATE: October 6, 1993

ISSUED BY:

Cesar H. Odio  
City Manager



SIGNATURE



LABOR/MANAGEMENT POLICY

REVISED  
SECTION

DATE OF  
REVISION

All Sections  
IV, B, F, G, H  
Appendixes A-D  
I, IV-A, B, D,  
G, H, I, J (New),  
K (New)

02/25/92  
09/23/92  
09/23/92  
10/06/93

SUBJECT:

INTERVIEW PROCEDURES

**PURPOSE:** To provide an official policy which establishes guidelines for interviewing applicants for employment or promotion.

Effective this date, interviews for new hires and promotions for all classified positions in all pay grades will be documented and shall include representation from the applicant's own ethnic and gender background. This policy supersedes all previous directives related to interview procedures.

THE POLICY WILL BE AS FOLLOWS:

I. POLICY

The purpose of this policy is to assure each applicant for selection or promotion an equal opportunity in employment without regard to that person's race, color, sex, religion, creed, national origin, disability, marital status or age; and to ensure that veteran's preference is given consideration during the interview phase of the selection process.

It is the intent of this policy to establish a practice in which interviews and a written record of the interview process shall be required. Further, all panels shall include an ethnic/gender balance, representative of the background of each competing applicant. In cases where there is a homogeneous group of candidates, departments are still encouraged to utilize panels which have an ethnic and gender balance.

II. SCOPE OF POLICY

The procedures outlined herein will be applied in filling all vacancies for classified positions with the exception of non-entry level, sworn Police and Fire personnel.

Nothing in this policy shall be construed to mean that use of these procedures is prohibited for the selection of positions not within the scope of this policy.



POLICY NO:

LMP-3-92

**III. MINIMUM NUMBER OF PERSONS INTERVIEWED**

A minimum of five persons shall be interviewed for the first available position provided that five eligible applicants remain on the register.

**IV. RESPONSIBILITIES OF OPERATING DEPARTMENTS**

**A. Department Directors**

Department Directors are responsible for assuring that interviews for selection or promotion are conducted in accordance with this policy.

Department Directors or their designees must set clear objectives and selection criteria for the position in question prior to beginning the interview process.

It is required that the Director of the operating department confirm the final selection of candidates, or ensure that a designee has done so.

**B. Administration**

The Department of Personnel Management and the Department of Internal Audits' Affirmative Action Division and the Office of Civil Service are responsible for monitoring the selection and hiring processes within each department to assure fair consideration of all candidates and compliance with the City's Affirmative Action Program, Consent Decree, and Civil Service Rules. Further, it shall be the responsibilities of these departments to provide trained monitors from their staffs as needed. This includes the responsibility for reviewing the composition of interview panels and advising the City Manager on compliance with this policy.

**C. Ethnic and Gender Balance**

The Director of the operating department shall ensure that the interview process includes representation from minority and female groups. The Director of the operating department shall also ensure that the appropriate Interview Rating Form is utilized where required by this policy, and as is otherwise deemed appropriate.

POLICY NO:

LMP-3-92

HUMAN RESOURCE/MANAGEMENT  
POLICY

When a department is interviewing for positions covered by this policy, or when it elects on its own to use an interview panel, the composition shall include a representative of the applicant's ethnic and/or gender background even if it becomes necessary to include (a) person(s) from outside of the operating department or the City of Miami government. Consideration should be given to the potential panelist's area and level of expertise.

#### D. Recordkeeping

A record shall be made upon completing the appropriate Interview Rating Form and other documentation as required by the Department of Personnel Management. (See Appendix A for Rating Forms). The interview rating forms of each interviewer for each of the candidates interviewed must be submitted to the Department of Personnel Management with a summary of the results. In accordance with the State of Florida's General Records Schedule for Local Government Agencies, the Department of Personnel Management shall retain interview results for a minimum of two years after the interviews take place.

Should no minorities or females be included in the interview process, documentation of the reason for not including these groups shall be submitted with the certification list to the Department of Internal Audits' Affirmative Action Division for review and approval. If approved, said documents shall be immediately forwarded to the Department of Personnel Management's Records Section.

The Department of Personnel Management shall have authority to refuse to process Request for Personnel Action forms of designated appointees until all required documentation is submitted by the hiring department. The Request for Personnel Action forms of person(s) hired as a result of this process shall not be dated prior to the date the certification list is approved by Internal Audits and Reviews.

#### E. Use of Forms

Departments shall use one of the interview rating forms shown in Appendix A for classified positions, unless another form has been specifically developed for a given classification or department's use by the Department of Personnel Management. Interviewing guidelines are provided in Appendix B.



After each interview, each department shall submit the following documents to the Department of Personnel Management in order to record the basis of the selection decision:

- 1) The original interview rating form and raters' notes of the candidate selected for hire;
- 2) The interview rating forms of each of the remaining candidates interviewed with raters' notes;
- 3) Completed certification list to be approved by the Affirmative Action Division;
- 4) Summary of ratings assigned;
- 5) Alphabetical summary of candidates within Ranking Bands;
- 6) Scoring sheet for overall selection of candidates upon which bands are based; and
- 7) Other related documents required by the Department of Personnel Management.

Said documents must be in original form. The Department of Personnel Management shall not have authority to process any Request for Personnel Action forms unless the documents referred to above have been submitted.

#### F. Veteran's Preference During the Interview

In accord with the June 3, 1988 Attorney General's Opinion which stipulated that preference eligible veterans receive special consideration at each step of the selection process in cases where a competitive examination is not used, when a register is established where a person entitled to preference appears on the list of eligible candidates, he/she shall be given preference during the interview process by awarding the applicable percentage of his or her cumulative interview score. For example, non-disabled preference eligible veterans shall be awarded five percent (5%) of their cumulative scores or five points if it is a 100 point scale, whereas, disabled preference eligible veterans or the spouses of totally and permanently disabled preference eligible veterans shall be awarded ten percent (10%) of their cumulative scores prior to candidates being assigned to a ranking band.



POLICY NO:

LMP-3-92

Furthermore, should a preference eligible veteran be deemed eligible, but not be hired, a memorandum justifying the reason for not hiring said veteran shall also be forwarded to the Department of Personnel Management in order to comply with Florida Statute 295 and the corresponding rules (see APM-2-86 for further requirements concerning veteran's preference).

**G. Assigning Candidates to Ranking Bands**

Upon completion of the interview process, candidates shall be rated and assigned to appropriate ranking bands. For purposes of selection, persons assigned to the same ranking band designation shall be treated as having equal qualifications--with the following exceptions:

- a) City employees with Civil Service status who, in accord with LMP-4-91, would receive selection preference over persons who do not have Civil Service status, or
- b) Any City employee--whether part-time, temporary, unclassified, or classified--who, in accord with LMP-4-91, would receive selection preference over persons who are not employees of the City of Miami, or
- c) A preference-eligible veteran who, in accord with F.S.S. 295 would receive preference over non-preference-eligible persons within that same ranking band.

The ranking band designation shall adhere to the following scale which is based on the overall selection formula:

Assigning Candidates to Ranking Bands (Cont.)

4.3 or above	=	BAND A
3.5 - 4.29	=	BAND B
3.0 - 3.49	=	BAND C
2.3 - 2.99	=	BAND D
Below 2.30	=	BAND U

Persons in ranking Band A shall represent the candidates who demonstrated that they were exceptionally well-suited for the position in question.



POLICY NO:

LMP-3-92

Persons in Band B shall represent those applicants who have demonstrated that they possess sound qualifications for the position in question, but failed to demonstrate that they were as well qualified for the position in question as those candidates that were assigned to Band A.

Persons in Band C represent those applicants who have adequate qualifications for the position in question, but failed to demonstrate that they were as well qualified for the position in question as those candidates assigned to Bands A or B.

Persons in Band D represent those applicants who have adequate qualifications for the position in question, but failed to demonstrate that they were as well qualified for the position in question as those candidates assigned to Ranking Bands A, B, or C.

Persons who receive ratings that are 2.30 or below on the composite selection score shall be deemed unsatisfactory and shall be given a designation of "U". This group of candidates shall represent those who have failed to demonstrate that they were prepared to properly function in the job in question. Receiving a Band U rating shall not automatically disqualify a candidate from consideration in other interview processes for the same classification in which the applicant may compete during the life of the eligible register.

The highest possible score for the interview shall vary depending upon the number and weight of the dimensions used to rate candidates. The decision as to the number and weight of dimensions to be used should be based on whether the dimensions are job-related. The guidelines for the weights to be assigned to selection components is listed in Appendix D. Seniority and attendance will be used as bonus items and included in the composite score.

#### H. Other Selection Factors

The interview component may be one of several factors (see Appendix D) considered in the selection process. Other factors such as, but not limited to seniority, attendance (see Appendix E), written examination scores and performance records may be considered and used in a department's overall selection formula, and given appropriate weights. Official personnel files--maintained by the Department of Personnel Management's Records Section--may be used as disqualifiers.



POLICY NO:

LMP-3-92

PERSONNEL/MANAGEMENT  
POLICY

Operating departments shall review the distribution of weights as well as the variables to be used with the Department of Personnel Management prior to proceeding with interviews for a given position. To decrease bias, the overall selection formula shall be predetermined prior to interviews and submitted to the Department of Personnel Management. The selection criteria shall be disclosed to candidates at the commencement of the interview process.

Unless proper justification can be given, the selection formula used in the most recent process under the guidelines stipulated herein shall be the same formula utilized in subsequent selection processes for the same classification within a given department. The Department of Personnel Management shall be responsible for reviewing justifications of operating departments to change selection formulas. Justifications to change the selection criteria must be written and shall become a part of the formal record.

#### I. Seniority

For all classified positions covered by this policy, and in which at least one of these employees would be entitled to seniority points, seniority shall be awarded as a ten percent (10%) bonus for all candidates competing. Should none of the City employees competing be entitled to receive seniority points, seniority shall not be used as a factor in the overall selection formula. Monitors shall be responsible for contacting the Classification and Pay Section of the Department of Personnel Management to obtain the proper seniority calculation, and for including same in their selection formula. Additionally, seniority shall only be awarded for the amount of time an employee has been in the same job family. Said service does not have to be continuous. Seniority will be calculated from the date a candidate's service began in a classification with the appropriate job family to the date that interviews are held.

The formula used for seniority is .00275 points per month from the date of appointment to a particular classification in the classified service. For purposes of this policy, fifteen working days shall constitute a month's credit for determining seniority. Under no circumstances shall candidates receive more than 0.5 points for seniority, nor shall seniority be awarded at more than one step in the selection process.

POLICY NO:

LMP-3-92

HUMAN RESOURCE/MANAGEMENT  
POLICY

#### J. Attendance

The hiring department shall have discretion to use attendance as bonus points in their overall selection formula. For purposes of the interview procedure, attendance will be calculated to add no more than six percent (6%) to the total score under the selection formula. Attendance calculations will be based on the sick leave usage report and the Departmental Sick Leave Committee reports from the end of the previous payroll year.

#### K. Disciplinary Actions

Upon the department's discretion, disciplinary action within the past two years in an employee's official personnel file can be used as a disqualifier once the interview process has been completed. No bonus points will apply to this factor.

At the end of the selection process where the selection formula is utilized--barring medical examinations and background checks--candidates will be assigned to a ranking band for the overall process. (Refer to Appendix C-1 to see formula applied to a competitive selection process, and C-2 to see the formula applied to a noncompetitive selection process).

#### L. Selection as a Result of Interviews

Excluding the exceptions outlined in Section IV, G of this policy, the Department Director or his/her designee shall select candidates from Band A until all candidates from Band A are exhausted before selecting candidates in Band B. Likewise, the Department Director or his/her designee shall select candidates from Band B until all candidates from Band B are exhausted before selecting from candidates in Band C.

The Department Director or his/her designee shall have the authority to select candidates from the next highest ranking band only when the selection of such names will assist the department in meeting the department's hiring and promotional goals as outlined in the City's affirmative action plan or other legal agreements, provided that no such person is selected over a preference-eligible veteran.

POLICY NO:

LMP-3-92

BOR/MANAGEMENT  
POLICY

Candidates given an overall rating of "U" as a result of competing in a department's selection process shall not be selected for hire. Further, at no time shall departments be required to select candidates from a ranking band that is more than one band below the highest ranking band--regardless of ethnicity or gender.

M. Training

To schedule a training session for staff within your department as it concerns the interviewing guidelines outlined herein, you may contact the Department of Personnel Management. Persons participating on panels must have been trained or have participated in an interview process as stipulated herein. It is preferable that persons serving as raters have been trained or served on an interview panel within the preceding year.

N. Adverse Impact

In accordance with the Uniform Guidelines on Employee Selection Procedures, should it be determined that a selection process results in adverse impact on the employment opportunities of members of a race, color, religion, sex, or national origin, an alternative selection procedure or alternative method of use of this procedure shall be utilized.