

# Reframing Recruitment

The Interview Process



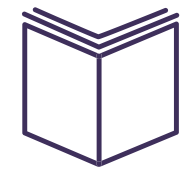
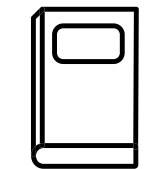
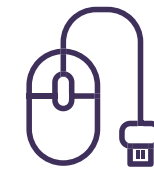
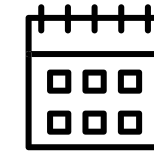
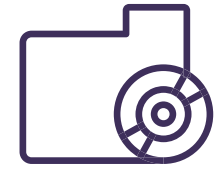
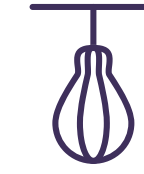
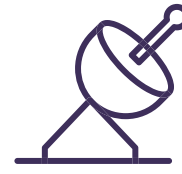
# Introduction



Michelle Pizzi O'Brien, Human Resources Director – Newton  
Caitlyn Julius, Assistant HR Director – Springfield  
Jen Breaker, Assistant Town Manager - Danvers

# Free Resources

All of our resources mentioned in this presentation will be distributed to attendees after the session



- 01  
Global labor shortage
- 02  
Many workers who exited the workforce when the pandemic hit have not returned
- 03  
Many lower wage workers are looking for better jobs (money & flexibility)
- 04  
Impact of the Gig Economy/Structural Change Economy

# Why are we here?



<https://www.uschamber.com/workforce/understanding-americas-labor-shortage>



**01**

**Reframe local government  
as a business**



**02**

Setting the Table



**03**

Marketing strategy for  
interview process



# Planning Your Strategy

# Planning Your Strategy

- 01 Reframe local government as a business
- 02 **Setting the Table**
- 03 Marketing strategy for vacancies



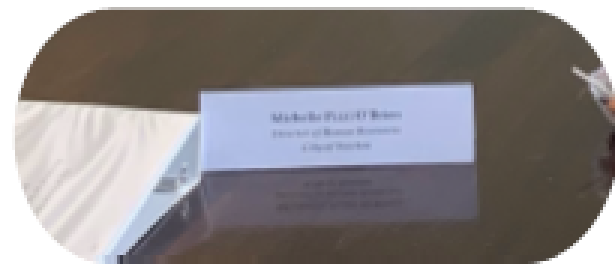


Notice the candidate is facing the door. This allows for them to be more comfortable, especially for veteran candidates.



The candidate is at the HEAD of the table. This allows for the “separation” that a traditional panel interview offers but creates a more welcoming, conversation like environment and allows everyone to see each other and the candidate with limited physical movement.

Also notice the name plates and other pre-planned needs available for the candidate and committee.



Notice that the HR rep. is sitting next to the candidate.

- *Creates a level of familiarity and comfort*

HR often provides opening and closing remarks.

- *Makes communication easier as the candidate is sitting closer to them*







# Planning Your Strategy

- 01 Reframe local government as a business
- 02 Setting the Table
- 03 **Marketing strategy for interview process**



Dear <Applicant\_FirstName>.

Thank you for your interest in the position of <Position\_Title> here at Springfield Emergency Communications. You've passed all minimum qualifications and the next step is taking an online test from a Windows computer within the next seven (7) calendar days. Please review the below information before clicking on the web address provided to take your online test.

<WrittenExam\_OnlineTestURL>

Before we go further, I would like to make sure you understand what will be required of you so you can make an informed decision as to whether or not you would like to proceed to the next step.

The City of Springfield has a residency requirement. Should you be selected to become a Telecommunicator you will be required to live in the City of Springfield. If you are willing to move into the city within one (1) year of employment, you will still be considered for the position.

We are filling a full time vacancy on a 4 & 2 rotating shift for a 24 hour a day, 7 day a week, 365 day a year Emergency Dispatch Center (we never close!). During your regularly scheduled shift you may be required to work evenings, midnights, weekends, and holidays. You will also be required to work Emergency Mandated Overtime. Your work schedule may be subject to change based on seniority and rotation schedule.

Please note that the online testing software requires that a plugin is installed in order to download, deliver and score your tests. Here are a few items to consider:

- If you have further issues, please note that there is a Troubleshooting Guide on the page where the plugin is downloaded. Please refer to it to ensure that you've done all that is necessary to begin the testing session.
- If you have verified that you've done things correctly, you can email our technical support department at support@biddle.com or you can call 916-294-4250 x.127. Please be certain that you have followed the instructions before contacting support.
- The ability to take pre-employment tests off site is a privilege. Please do not take advantage of this benefit. Also, be aware that applicants who advance to the point where a job is offered will be required to take parallel versions of these tests in a proctored setting in order to confirm their identifies as the original test takers.
- Computers are available at the City Libraries.

Sincerely,

The SEC Leadership Team

## Downtown Parking

On street parking at City Hall is limited, but there is parking available under I91, in the Mass Mutual Parking Garage, or at MGM (free parking).



# Springfield Parking Map

# Springfield Sample Dispatch Notice



# Implement Your Strategy

- **01**  
Work the Process
- **02**  
Effective Recruitment Tools
- **03**  
Be Intentional

# Interview Questions

## Police Department – Confidential Administrative Assistant First Round Interview

### Panel Members

- Jen Breaker
- Ashley Sanborn
- Carol Lang

Candidate Name:	
Interviewed By:	
Interview Date:	

HR to open and provide introductions and overview of the interview process (timeline, number of questions and time at the end for candidate questions).

### Questions:

1. **JB:** Please tell us about your professional background, focusing on the aspects that will be most beneficial to you as the Administrative Assistant for the Police Department. F/U: What is it about this position in particular, and working for Danvers, that interests you?

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2. **AS:** This position has a large customer service component, including the occasional agitated or angry person. Please share with us a time you had to deal effectively with troubled constituents as well as customers in general? F/U: Would you have done anything differently?

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3. **CL:** Many of the duties in this position revolve around computer work. What programs and software are you experienced with that would be particularly helpful to you in this position? (F/U if not mentioned: Tell us about your experience with Microsoft Office, particularly Word and Excel.)

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4. **AS:** Have you ever suggested and implemented a change that helped streamline a process in your job? If so, what was it?

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5. **JB:** This position is responsible for a number of finance related items for the department. Specifically, payroll, budget, accounts payable, and accounts receivable.
- a. Describe your role in the budget process at your most recent job. What was challenging about this role, and what contributions did you make to assist the budget stakeholders?
  - b. Please talk about your experience with a multi-layer payroll process. For example, the Danvers Police Department payroll includes calculating differentials, special detail payments and incentives.

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6. **CL:** This position will be responsible for managing many different areas - correspondence, accounting, go-to for office assistance, handling public inquires and much more. Tell me about a time when you had to prioritize your work to meet multiple strict deadlines.

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7. **AS:** Tell us about your career goals over the next five years. How does working for the Danvers Police Department fit into your plan?

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8. **JB:** What would make you a satisfied employee with the Town of Danvers?

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9. **JB:** What questions do you have for our panel?

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### Notes

**Closing:** Outline next steps in the process and timeline

# Danvers Sample Interview Questions



# Implement Your Strategy



**01**

**Work the Process**



**02**

Effective Recruitment Tools



**03**

Be Intentional



# Implement Your Strategy



**01**

Work the Process



**02**

**Effective Recruitment  
Tools**



**03**

Be Intentional



# Implement Your Strategy



**01**

Work the Process



02

Effective Recruitment Tools



**03**

**Be Intentional**

**From:** [REDACTED]  
**Sent:** Thursday, November 10, 2022 5:36 PM  
**To:** Michelle Pizzi O'Brien <[mpizziobrien@newtonma.gov](mailto:mpizziobrien@newtonma.gov)>  
**Subject:** Thank you

**[DO NOT OPEN links/attachments unless you are sure the content is safe. ]**

**Dear Michelle**

**I am writing to thank you, and your team for your time and hospitality earlier today. If you would please extend my thanks to the rest of the team too.**

**I can honestly say your hiring process is the best I have ever participated in. I am not surprised you assembled such an excellent cross section of stakeholders to evaluate candidates, and formulated thoughtful questions.**

**I look forward to speaking with you again, in *CITY* Hall!**

**Thank you again,**

[REDACTED]

# Newton Sample Email from Candidate





# Implement Your Strategy



**01**

Work the Process



02

Effective Recruitment Tools



**03**

**Be Intentional**



**01**

Define Roles



**02**

Approach with a holistic view



**03**

Leverage Existing Resources



**04**

Analyze What Makes Your  
Community Competitive



Keep in Mind

Topic	Employer May Ask	MA Law	Employer May NOT Ask
Age	Are you under 18?  Questions about age may be allowed if necessary to satisfy provisions of a state or federal law (for example, certain public safety positions have age limits for hiring and retiring).	151B	When were you born? How old are you? What is your date of birth? Are you over 40? How long do you plan to work before you retire?
National Origin/Ancestry	Are you legally authorized to work in the United States?	151B	Where were you born? What is your primary language? What is your ancestry or ethnicity? What is your national origin? What is the origin of your name? Where are you spouse/parents from? What is the language of your spouse/parents? What is the national origin of your spouse/parents?
Handicap/Disability	Can you perform any or all of these specific job functions?	151B	Do you have a handicap/disability? Do you have any job related handicaps/limitations that would prevent you from doing the job? Have you ever received Workers' Compensation? Have you ever been addicted to illegal drugs or treated for drug abuse/alcoholism? Have you ever been absent from work due to illness? Do you have AIDS? Have you ever been voluntarily or involuntarily admitted to any public or private facility for the care and treatment of mental illness? What is the nature, severity, treatment or prognosis of an obvious disability or of a hidden disability voluntarily disclosed by the applicant?
Race/Color	Questions for affirmative action purposes. This information will be collected during the onboarding process.	151B	What is your race? Requesting applicants to send a photograph to accompany an application.
Religious Creed	NO QUESTIONS ALLOWED	151B	To what religious denomination, church or synagogue do you belong? What are your religious obligations? What religious holidays do you observe? Do you go to church/temple regularly?

Sex (Gender)	Questions relating to a legitimate requirement for a particular position.	151B	What is your maiden name? Do you have/plan to have children? Do you have child care arrangements? No questions may be asked of only one sex.
Sexual Orientation	NO QUESTIONS ALLOWED	151B	Are you gay/lesbian/bisexual, etc? Why aren't you married? Are you engaged? Do you plan on getting married? Questions about relationships or living arrangements.
Criminal Record	NO QUESTIONS ALLOWED  Two exceptions: 1. if the position has a mandatory or presumptive disqualification, or 2. if the employer by law/regulation is prohibited from employing persons convicted of one or more types of criminal offences.	CORI/151B	Questions regarding an arrest, detention, or disposition regarding any violation of law in which conviction resulted. Questions about first convictions of drunkennes, simple assault, speeding, minor traffic violations, affray or disturbance of the peace also sealed or juvenile offence. Questions regarding a conviction of a misdemeanor where the date of the conviction or the completion of any period of incarceration resulting therefrom, whichever date is later, occurred 5 or more years prior to the date of inquiry unless such person has been convicted of any offense within 5 years immediately preceding the date of the inquiry.
Education/Experience/References/Organizations	What school, college or vocational program did you attend? Did you graduate? What is your work experience? Do you have any references?	151B	Questions about education or work experience designed to determine an applicants age. About the organizations which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.
Military Experience	Are you a U.S. Veteran? What is your U.S. military service history?	151B	Are you receiving a service-connected disability pension? What is your foreign military service history? What was the nature of your discharge? Do not ask for DD-214 as it may disclose medical information.
Medical Examinations	Once an offer of employment has been made, the City of Springfield conducts pre-placement physicals.	151B	An employer may not ask an applicant to take a medical examination prior to making an offer of employment to that applicant.
Attendance at Prior Job	NO QUESTIONS ALLOWED	151B	

Salary	NO QUESTIONS ALLOWED	MA Equal Pay Act	An employer may not require salary history during a job interview. Forbid employees from discussing salaries.
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# Interview questions you cannot ask



**01**

Define Roles



**02**

Approach with a holistic view



**03**

Leverage Existing Resources



**04**

Analyze What Makes Your  
Community Competitive



Keep in Mind

**From:** [Jasmine Ramón](#)  
**To:** [Breaker, Jen](#)  
**Subject:** Re: HR Director Interview Round 2 Questions (002)  
**Date:** Thursday, September 29, 2022 9:44:53 AM

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Thanks for these! Along with the equity question, can we ask something along the lines of "Can you talk about efforts you have made to create a more inclusive workplace?", "What ideas do you have for creating an inclusive work environment?" or (perhaps this is too bold) "You will be working closely with the Director of Equity and Inclusion. How do you see yourself supporting her work?"

**Jasmine A. Ramón**

([she, her, hers](#))

Director of Equity and Inclusion

Town of Danvers

(978) 777-0001 x. 3036

[danversma.gov/departments/equity-inclusion](http://danversma.gov/departments/equity-inclusion)

This work is conducted on the ancestral homelands of the [Pawtucket, Naumkeag, and Massachusett People](#).

Please note the Massachusetts Secretary of State's office has determined that most emails to and from municipal offices and officials are public records. For more information please refer to: <http://www.sec.state.ma.us/pre/preidx.htm>.

Please consider the environment before printing this email.

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**From:** Breaker, Jen <[jbreaker@danversma.gov](mailto:jbreaker@danversma.gov)>  
**Sent:** Thursday, September 29, 2022 8:27 AM  
**To:** Jasmine Ramón <[jramon@danversma.gov](mailto:jramon@danversma.gov)>  
**Subject:** HR Director Interview Round 2 Questions (002)

Thanks for your input on these draft questions.

JB



**01**

Define Roles



**02**

Approach with a holistic view



**03**

Leverage Existing Resources



**04**

Analyze What Makes Your  
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Keep in Mind



**01**

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**04**

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Keep in Mind

# Springfield Benefits Package Overview



## City of Springfield Benefits Package

The City of Springfield is proud to offer its employees a competitive benefits package that is an important part of your total compensation package.

### Quick Overview

<b>Paid Vacation</b> Earned vacation time can be taken after 6 months of service.	<b>Incentive Days</b> Employees have the ability to earn up to 3 incentive days per year.	<b>Paid Holidays</b> The City observes 12 paid holidays.
<b>Paid Sick Time</b> Full-time employees immediately start accruing 1 1/4 days per month which can be taken after 6 months of service. Unused sick days can roll over into subsequent years indefinitely.	<b>Paid Personal Days</b> Employees can use up to 3 of your accrued sick days as personal days.	<b>Employee Assistance Program</b> Free, confidential and personal assistance to employees and their families to resolve problems that affect their personal lives.

### Employee Benefits

#### Group Health Insurance

The City offers a wide selection of health plans for eligible employees to choose from through the State of Massachusetts Group Insurance Commission (GIC).

As the employer, the City contributes 75% of the cost for individual or family health coverage. Employees are responsible for the remaining 25%, which is paid through a pre-tax payroll deduction to begin in the month prior to your effective coverage date. Employees are automatically enrolled with individual or family Cigna Dental and Vision coverage upon enrolling in health insurance with the City.

#### Dental & Vision

The City of Springfield provides basic dental and vision coverage through Cigna. Enrollment into the dental and vision benefits is automatic with your enrollment into any of the medical plans. You do not need to complete additional forms to be enrolled in this benefit. You can also log into [mycigna.com](http://mycigna.com) once you are enrolled as a member for additional details.

#### Healthcare and Dependent Care Flexible Spending Accounts

The FSA benefit allows employees to contribute pre-tax dollars to individual accounts for eligible uninsured or unreimbursed medical, dental, vision care, and dependent care expenses.

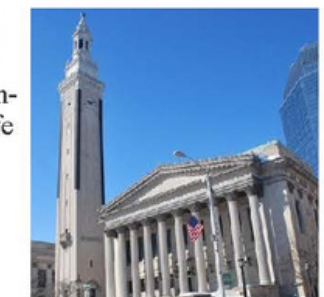
The Health Care FSA is a DEBIT CARD which allows employees to "Swipe-N-Go". The debit card can only be used for eligible health care expenses.

A Dependent Care FSA (DCFSA) is a pre-tax benefit account used to pay for eligible dependent care services, such as preschool, summer day camp, before or after school programs, and child or adult daycare.

#### Basic & Supplemental (Optional Life Insurance)

Employees may elect \$2,000 of Basic Term life insurance coverage, of which the City pays 50% of the monthly premium. The Basic Life includes Enhanced Accidental Death and Dismemberment coverage equal to one times the employee's life benefit.

In addition to a Basic Term life insurance policy, an employee may elect to enroll in Supplemental (Optional) Term Life, Spouse Term Life (up to 50% of the employee optional coverage with a maximum of \$25,000), and Dependent Term Life policies (children age 14 days to 23 years who are unmarried). Employees must be enrolled in a Basic Term life insurance policy to be eligible for Supplemental (Optional) coverage.







# Now It's Your Turn

What questions do you have for us?

**Michelle Pizzi O'Brien, Human Resources Director – Newton**

mpizziobrien@newtonma.gov

LinkedIn: <https://www.linkedin.com/in/iamMPO>

**Caitlyn Julius, Assistant HR Director – Springfield**

cjulius@springfieldcityhall.com

LinkedIn: <https://www.linkedin.com/in/caitlyn-julius>

**Jen Breaker, Assistant Town Manager - Danvers**

jbbreaker@danversma.gov

LinkedIn: <https://www.linkedin.com/in/jenbreaker>