

Manager's Guide to Talent Acquisition

Nebraska Department of Transportation

August 2024

Table of Contents

Introduction	2
Job Requisition.....	2
Job Advertisement	3
Screening Device & Applications	4
Veteran's Preference	6
Develop Interview Questions	6
Interview Panel.....	8
Schedule and Conduct Interviews.....	8
Avoid Discrimination.....	9
Scoring/Selection	9
Packet Submittal & Review	11
Nepotism	12
Notifications.....	12
Training	12
Actions to speed up the process	13

Introduction

This guide is intended to assist Supervisors with the Hiring Process at the Nebraska Department of Transportation. For questions regarding any of the information contained in this document, please contact a member of the Human Resources Recruitment Team.

This guide is written in conjunction with NDOT Human Resources Policies and Procedures 1.1.

It is the Agency's goal to select qualified individuals who best fit the needs and requirements of all job vacancies. Divisions/Districts will have the responsibility to determine whether to request to fill a vacant position and will obtain all necessary approvals to fill.

The speed and efficiency of this process depend on the constant communication between the Hiring Supervisor and the HR Recruitment Team.

Job Requisition

(Form 383)

Nebraska Department of Transportation

Job Requisition Form

Position:	<input type="text"/>	Position No.:	<input type="text"/>
Supervisor:	<input type="text"/>	Phone No.:	<input type="text"/>
Last Person Who Filled Position:	<input type="text"/>		
Last Day of Employment:	<input type="text"/>		
Working title:	<input type="text"/>		
Job Posting Language			

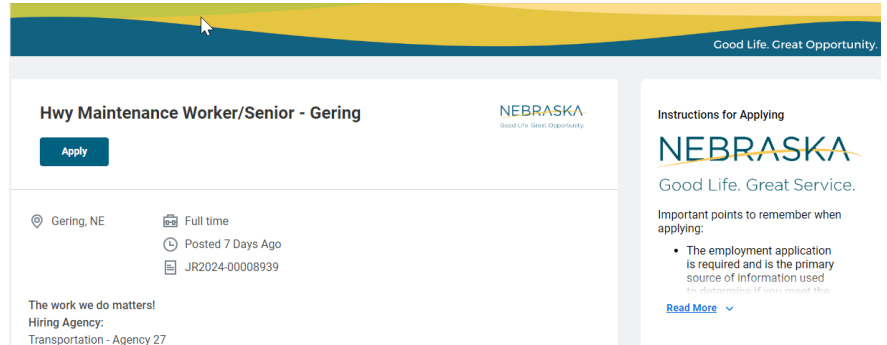
The Hiring Supervisor, after receiving permission to fill a vacant position from the necessary sources, shall complete a **Job Requisition Form (NDOT Form 383)** and forward it to the Human Resources Recruitment Office.

The job requisition gives the recruiter the information necessary to post the position, such as position number, supervisor, location, if this is to be advertised internally or externally, and for how long. The job description should be written so that the most important duties and responsibilities are at the beginning of the description. It is the supervisor's responsibility to ensure the duties listed on the job requisition are accurate. Forward the requisition to the HR Recruitment Team.

Job Advertisement

HR will write the job posting from the information supplied on the requisition. The posting is then submitted through Workday to State Personnel to be placed on the State Jobs website.

The position must be posted a minimum of not less than seven calendar days according to the NAPE/AFSCME State of Nebraska Labor Contract.



The posting shall include:

- the essential duties and description of the position (i.e., location, salary, position number)
- minimum requirements and preferred qualifications (which must be tied to an essential duty)
- education requirements
- required licenses or certificates

There are three options for posting job vacancies. All postings are made available on the [Nebraska Government \(myworkdayjobs.com\)](https://myworkdayjobs.com) website for application. Internal and external postings will occur simultaneously unless otherwise requested by the hiring supervisor. Hiring supervisors will select which posting option is preferred.

Internal to NDOT Only

Internal job announcements shall be posted on the State Jobs Internal website. Those eligible to apply for internal job announcements are:

- Permanent full-time and part-time employees of the NDOT.
- Laid-off employees of the NDOT as provided by the NAPE/AFSCME and State of Nebraska Labor Contract or Nebraska Classified System Personnel Rules and Regulations.
- Temporary employees working for NDOT.

Internal to State Employees

Through this option, job postings are made available for **any current** employee within the State of Nebraska, from any state agency. This option will increase the applicant pool, while still limiting availability to state employees only.

External to Public

Job postings are viewable and open for application by state employees and non-employees. Advertisements of positions may be placed in other publications, websites, or social media such as LinkedIn, Facebook, and DotSpot. The Hiring Supervisor shall discuss this with their respective Recruiter who will be responsible for coordinating this process. Costs associated with additional publications, webpages, and social media will be at the District/Division expense.

All applications must be received through the [Nebraska Government \(myworkdayjobs.com\)](https://myworkdayjobs.com) website externally, or through Workday Jobs Hub for internal employees, including temporary employees. Any individual who submits a current State of Nebraska Employment Application to DAS – State Personnel by the closing date of the position announcement and meets minimum qualifications will be considered for positions.

The Hiring Supervisor also has the option to extend the job posting for a longer period of time if they would like to have a larger pool of applicants for the selection process. Contact the HR Recruitment team for more information.

State Re-Employment Program: The DAS Recruitment Office will monitor all vacancies posted on the DAS Job Mart to determine if any laid-off employee enrolled in the Re-Employment Program possesses the minimum qualifications for any listed vacancy at the same or lower pay line than the employee's prior position. If they do, DAS Recruitment will notify the Agency Recruiter and the laid-off employee will be given priority consideration over all other applicants and offered the job. This employee will then be placed on a six (6) month original probation. No further competition will be held, and the job will be closed.

Screening Device & Applications

A standardized screening device is used to screen all applications based on the qualifications necessary for the position. Pre-determined points are awarded to applicants based on information provided within the application. Screening of the applications will be completed by the Hiring Supervisor whenever possible.

Hiring supervisors have the choice of

1. Interviewing all applicants.
2. Screen the applications to narrow the applicant pool to the most qualified for an interview.

To screen applications, the hiring supervisor should do the following:

- Review the necessary knowledge/skills/abilities identified on the job posting.
- Determine which skills are most important.
- Review each application, comparing what is listed on the application to the needs of the position.
- Award points to the application based on the following criteria. The point scale on page 5 should be the only points awarded during the screening process.

Screening Criteria/Points

PTS	Criteria/Description
0 pt	Candidate has none of the specific job-related competencies, behaviors, knowledge, skills and/or abilities necessary to be successful in this position; application may be lacking good written format. OTHER CRITERIA MAY INCLUDE: Applicant recently no called/no showed/no reasonable explanation for an interview, former NDOT employee with documented poor performance issues, prior interview documentation/notes, documented poor references. INCLUDE SUPPORTING DOCUMENTATION WITH COMPLETED SCREENING AND NOTIFY YOUR RECRUITER
15 pt	Candidate lacks the specific job-related competencies, behaviors, knowledge, skills and/or abilities necessary to do the job. Application may be lacking good written format and/or clear job-related information.
30 pt	Candidate possesses some of the specific job-related competencies, behaviors, knowledge, skills and/or abilities. Application may show good written format.
40 pt	Candidate has most, if not all of the specific job-related competencies, behaviors, knowledge, skills and/or abilities. Application may show good written format.

(For Veteran's Preference (VP), 5% or 10% of the subtotal score will be added by HR.)

Screening Device:

Applicant	0 Points	15 Points	30 Points	40 Points	Subtotal	VP	Total

Once all applications have been reviewed and screened, the hiring supervisor will determine who will be interviewed. All applicants sharing the same score shall be interviewed. For example: if six individuals receive 40 points, all six individuals should be interviewed. However, the hiring supervisor may determine not to interview anyone with a score below 40. Other supervisors may decide to interview all applicants with a score of 30 & 40.

The Hiring Supervisor has the option to repost the job posting if, after the screening of applicants, the Hiring Supervisor is unsatisfied with the applicant's qualifications.



Veteran's Preference

State agencies comply with Nebraska's Veterans' Preference laws. If an applicant is a veteran, the spouse of a 100% disabled veteran, or the spouse of a service member currently on active duty or discharged within the past 180 days, he/she may be eligible for Veteran's Preference in the employment process.

To verify eligibility, applicants must submit Form DD214, preferably Member Form #4, along with proof of a service-connected disability and if claiming preference as a spouse, proof of marriage. All information must be submitted at the time of application. Once submitted, applicants do not have to provide the information again.

Five percent (5%) will be added to the passing score of any veteran providing the DD214, with a "Vets Pref C" designation. An additional five percent (5%) shall be added to the passing score or numerical scoring of any disabled veteran. A disabled veteran must provide a copy of a DD214 Form, with a "Vets Pref D" designation.

Veteran means:

- a) A person who served full-time duty with military pay and allowances in the armed forces of the United States, except for training or for determining physical fitness, and was discharged or otherwise separated with a characterization of honorable or general (under honorable conditions); **or**
- b) The spouse of a veteran who has a one hundred percent permanent disability as determined by the United States Department of Veterans Affairs.

Disabled Veteran means:

an individual who has served on active duty in the armed forces of the United States, has been discharged or otherwise separated with a characterization of honorable or general (under honorable conditions), and has established the present existence of a service-connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the United States Department of Veterans Affairs or a military department.

Veterans' preference is awarded at two times during this process:

1. Screening of the applications – 5% or 10% should be added.
2. Scoring the interview – 5% or 10% should be added.

Veteran's Preference is awarded only upon initial hire.

Develop Interview Questions

The questions must be job-related and based on the job advertisement. Each applicant will be asked the same questions (different follow-up questions for clarification are allowed). Caution is advised on follow-up questions, so they do not lead or assist the applicant in answering the question.

The HR Recruitment Team is available to assist in the development of interview questions.

For many years it was believed that the only questions to be asked should relate to their work experience, skills, knowledge, and abilities need to be asked. Much of that information is located on the application and is reviewed and used for screening purposes prior to the interview. For this reason, the interview should be used to determine interpersonal skills, ability to work alone or with a team, problem-solving skills, conflict resolution skills, and other soft skills not easily identified on the application. These skills can be evaluated using Behavioral Interviewing techniques.

Behavioral-based questions are used to determine the likely behaviors of the applicant based on past actions. Use the STAR Criteria when developing Behavioral-based questions.

STAR Technique



S=situation (overview of the problem)

T=task to be done (what applicant needs to do)

A=action taken (how applicant approached the situation; steps taken)

R=results achieved (what was the outcome)

Behavioral questions typically begin by asking the applicant to share a specific experience, and how they handled it. The experience may be related to working relationships, problem-solving, conflict resolution, time management, anger management, or many other topics. By hearing about past experiences of similar circumstances, you are able to hear how the individual handled the situation, and therefore how the individual will likely handle similar situations in the future.

Examples of Behavioral Questions include:

- Please describe a time when a project did not go as planned.
- Please describe a time when there was more work for you than could possibly be completed within the timeframe.
- Tell me about a time when you had to make a decision and the information available was totally inadequate.
- Give me an example of how your work habits change when you don't know exactly what to do.
- Describe a crisis you had to handle.
- Describe a time when you were ordered by a person in power to do something that you didn't want to do.
- Tell me about a time when someone or something caught you by surprise and caused your goals to be blocked.
- Tell me about a time when you intervened to help settle a dispute.
- Describe a time when you made a major decision and were really pleased with the outcome.
- Give me an example of the decision-making process you went through to determine the best approach to a situation.

Follow-up questions are encouraged. Be sure to ask all applicants the questions in order to receive consistent information from all applicants. If the candidate supplies the information without needing the follow-up question, then proceed to the next question.

Interview Panel

When selecting a panel for your interviews, consider the following:

- Panels should consist of **at least 2 people** and when possible, **include at least one neutral** member, preferably someone outside of the immediate area that is not affected by the hiring decision. Human Resources strongly recommends a panel to consist of 3 members whenever possible.
- When possible, panels should represent the diversity of the agency and include a minority or a female.
- No one shall be on an interview panel if they are related to any of the applicants being interviewed.
- The majority of the panel should be at the same level or higher than the position being interviewed for.

Schedule and Conduct Interviews

Interviews may be scheduled by the Hiring Supervisor or the HR Recruiter. The HR recruiter may also set up a self-schedule calendar for the applicants within the Workday requisition for applicants to schedule their own interview dates/times.

When contacting the applicant to schedule an interview, do the following:

- Identify yourself, and the agency you are with.
- Identify the position for which you are scheduling interviews.
- Ask if he/she is interested in scheduling an interview.
- Determine the appropriate date/time/location.
- Identify any information he/she will need to know.
- Confirm date/time/location.

Before the interview, the panel should meet. They should be given copies of the questions and answers to review. Familiarize yourself with the job description and qualifications. Everyone on the panel should also receive a copy of the ad describing the job and its duties and a schedule of the interview times. In addition, the panel members should receive copies of the applications of the people being interviewed.

Interviews may be scheduled as in-person meetings, phone discussions, or WebEx meetings. Phone or WebEx meetings may be most convenient when working with out-of-state applicants. Work with your HR Recruiter to determine the best solution.

If an internal applicant has a scheduled interview and due to unforeseen circumstances is unable to attend, efforts should be made to reschedule the interview, if possible and practical. When possible, the same courtesy should be shown to external applicants as well.

Write the applicant's comments completely so you can score each question fairly. Keep in mind that the person reviewing the questions and answers has nothing more to go on than the notes taken during the interview and these notes are used to justify, explain to applicants, and perhaps defend such hiring decisions.

Avoid Discrimination

When can discrimination happen?

- Posting of position
- Screening applications
- Writing interview questions
- Scoring interviews

How to avoid discrimination?

- Base decisions on the information in the application and the information provided during the interview.
- Ask job-related questions to determine how they will be able to do the job.
- Do not make decisions based on age, gender, race, etc.
- Do not make assumptions based on age, gender.

Areas of Discrimination
<i>Name</i>
<i>Gender</i>
<i>Education</i>
<i>Race</i>
<i>Marital Status</i>
<i>Age</i>
<i>Salary</i>
<i>Work Experience</i>

Scoring/Selection

Each panel member will score independently of the other panel members. When completed, the panel members can compare the total score for each applicant. Discussion among the panel is encouraged, ensuring that everyone heard the same information, clearing any concerns or confusion. The sum total of all scores will be recorded on the final score sheet when all interviews are completed.

Points awarded after interviews shall be as follows. The below-point scale should be the only points awarded during the interview process.

PTS	Criteria
0	Candidate has none of the competencies, behaviors, knowledge, skills and/or abilities necessary to perform the duties required.
25	Candidate lacks the competencies, behaviors, knowledge, skills and/or abilities necessary to be successful in this position; communication skills did not demonstrate the level of professionalism required of this position.
50	Candidate has some of the competencies, behaviors, knowledge, skills and/or abilities necessary to be successful in this position. Experience is adequate to do the job; however, they may be deficient in some of those areas; may be lacking clear, confident responses.
75	Candidate meets most of the competencies, behaviors, knowledge, skills and/or abilities necessary to be successful in this position; communication and appearance appropriate for the position; demonstrates ability to learn.
100	May reflect your top candidate(s); exceeds expectations with the competencies, behaviors, knowledge, skills and/or abilities necessary to be successful in this position; demonstrated professionalism in communication and appearance appropriate for the position; demonstrates skill in active listening, gives confident responses, and clearly articulates their answers.

(For Veteran's Preference (VP), 5% or 10% of the subtotal score will be added by HR.)

The sum total of the three scores will be recorded on the final score sheet when all interviews are completed.

Final Score Sheet

Applicant Name	Interviewers			VP Points	Total
1.					0
2.					0
3.					0
4.					0

Final Selection:	
Notes/Supporting Documentation:	

A selection memo form should be filled out completely (**NDOT Form 52**) and signed by the Division Head or District Engineer. The Hiring Supervisor shall complete the Selection Memo Form (NDOT Form 52) to document the interview panel's recommendation for hire. If the top-scoring individual is not recommended, documentation must be provided by the Hiring Supervisor to justify the selection.

To aid in the timeliness of hiring, we recommend that hiring supervisors **email** the following documents to the recruiter:

- Signed Selection Memo
- Final scoresheets
- Interview Notes

Once these documents are received by an HR Recruiter, the process of score review, background checks and final approval will take place.

It is a common misconception that someone must be hired from the interviewed pool. Hiring Supervisors are not required to select and offer a position to one of the individuals interviewed. If, after interviews are completed, the Hiring Supervisor is not satisfied with the applicants, it can be determined to reopen the position for applicants and begin the process again.

Packet Submittal & Review

The complete selection packets should be scanned and emailed to the recruiter. To expedite the hiring process, email the following documents once a selection has been made:

- Approved selection memo
- Completed interviewee notes
- Final scoresheets



Human Resources Recruitment will review the hiring packets and contact the Hiring Supervisor to finalize the offer to hire.

DAS – State Personnel and Human Resources Recruiters will determine which applicants are eligible for Veterans' Preference based on information on their application. This process will be completed by the respective Recruiter who will contact the Hiring Supervisor of the end results.

If the applicant is required to have a CDL or is on a job that requires alcohol/drug screening, a conditional offer of employment will be given. **Applicants/Employees are required to complete the alcohol/drug screening upon receipt of a CDL Learners Permit or License.** The Supervisor will be sent authorization from the Human Resources Recruiter before they can schedule a drug test for the applicant. Be aware that the employee will be terminated upon receipt of positive drug results.

Nepotism

NDOT Form 331 - Family Member Disclosure form

The State of Nebraska and the Nebraska Dept. of Transportation states in HR Policy 1.3 that *Nepotism means the act of hiring, promoting, or advancing a family member in state government or recommending the hiring, promotion, or advancement of a family member in state government, including initial appointment and transfer to other positions in state government.*

Supervision by family members shall not be allowed without a written showing of good cause and an exception granted by the Agency Director. Therefore, packets and forms will be reviewed carefully to ensure no instances of Nepotism occur.

Notifications

Either the hiring supervisor or HR Recruiter may make the job offer.

The Hiring Supervisor and Human Resources Recruitment Office will coordinate the notification of the outcome of the selection with all applicants. This notification will be documented in the hiring file.

Once a job offer is accepted, Human Resources will begin the onboarding process of the applicant through Workday, (offer letter and pre-hire tasks), along with sending out the DocuSign packet. Official e-mail notifications will be sent out through Workday to the applicants who applied/interviewed but were not selected. It is encouraged for supervisors to notify internal applicants that they were not selected.

Background Check

Once the applicant has finished those initial tasks in Workday, the background check will be ordered through Workday. The applicant will receive a task from Workday, as well as an email from OneSource. All positions are contingent upon a favorable background check.

What will you learn today?

Continue Learning



Training

On a new hire's first day, they will receive an email that gives information to any questions they may have. The new hire will also receive an Important Meeting Invite to the New Hire Orientation/Benefits Overview Session.

Multiple training courses (online and classroom) are available to NDOT staff. These trainings cover the Agency's hiring process and give guidance on how to navigate through the steps of the interviewing and hiring process. To access any of these training courses, look under Learning in Workday.

Actions to speed up the process

In general, there are several actions a supervisor can take to move the process along as quickly as possible.

- Submit the Request to Fill and Job Requisition as soon as you know an employee's employment will end.
- Conduct interviews and return packets to the HR Recruitment team quickly – electronic submittal of packets is encouraged to speed up the process.

Now the real work begins- Continue to work closely with your new hires to ensure they have a successful onboarding experience. They will also be receiving surveys at their 30- and 90-day marks to give feedback on their experience.