

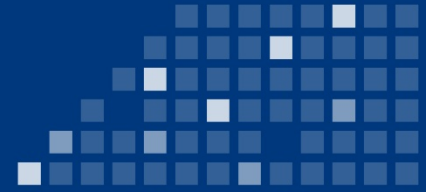
# Arlington County, Virginia Human Resources Hiring Approach

**Avoiding the Jekyll Interview and Hyde Hire**  
Michigan Local Government Management  
Association

2010 Annual Winter Institute  
**Grand Rapids, Michigan**

**February 3, 2010**

# Arlington County, Virginia



# Arlington County Vision



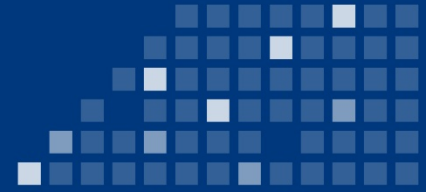
- *Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.*

# Hiring Process Case Study



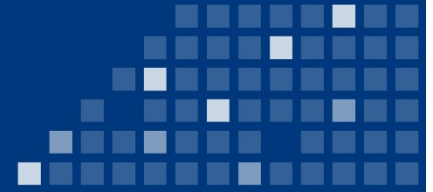
- Career Development position within the Human Resources Department (HRD).
- Employee would rotate through Classification and Compensation, Benefits, Staffing, Training and Organizational Development, and Risk Management.
- At the end of the two years, the person would either fit into a vacated position, or continue within HRD assisting a section as workload required.
- Ideal candidate was a recent graduate in HR (BA or MA), with lots of enthusiasm, but limited, if any experience.

# Overall Process



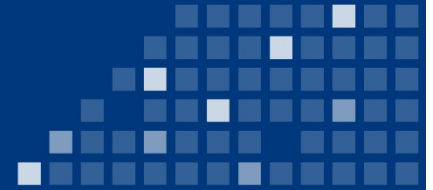
- Candidates will be screened (on-line) to ensure minimum qualifications are met
- Screening interviews will narrow down the field of candidates to no more than a dozen
- A smaller group will go on to second and third interviews
- **390 applications were received!**

# Candidate Review



- Established scoring system used (Paper screening process)
  - 0 - no related education or experience
  - 1 - Substitution based on experience for Minimums
  - 2 - Substitution based on experience for significant experience
  - 3 - BA with minimal experience (less than 6 months to a year at low level job)
  - 4 - BA with significant experience
  - 5 - MA with minimal experience
  - 6 - MA with significant experience
  - 10- Current County Employees
- 133 candidates qualified from the 390 applications received – 34%
- How do you interview 133 qualified candidates?
- **ANSWER: SPEED INTERVIEWING!**

# Letter to Candidate



Dear Candidate;

The response to posting for the Human Resource Analyst (Career Development Program) was very encouraging to the professionals here in Arlington County concerning the future of Human Resources. We had nearly 400 applications for the one position we have available.

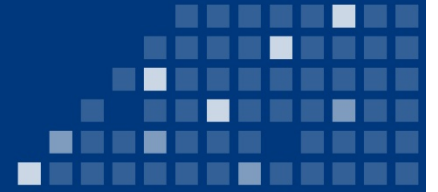
After a careful review of all the applications we are extending invitations to slightly more than one quarter of that pool to come to Arlington for a first round, short, screening interview. We anticipate that these interviews of approximately 15 minutes will allow us to identify candidates with the motivation, self-direction, and innovative, problem solving ability required for the job. This top group would then be invited back for a more extensive interview process.

All interviews will be held in the Main Auditorium at the Central Library of Arlington County, 1215 North Quincy street, (between the Ballston and Virginia Square Metro stops) on July 10, 2008. Groups of candidates will be scheduled in hour increments with interviews conducted individually. Multiple panels are being arranged to handle the large number of candidates expected. Due to the tight schedule of the recruitment and the large numbers involved no individual or make-up interviews can be scheduled.

Your scheduled interview time is:

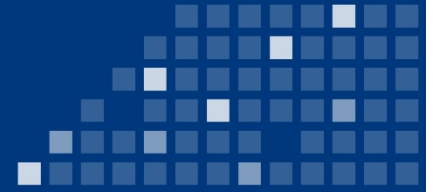
Thank you for your interest in employment with the Arlington County Human Resources Department.

# Speed Interviewing Process



- 15 Minute Interviews
- Four panels of two people (8 Total)
- 16 Interviewees per Hour
- That is the equivalent of getting 8 hours of interviewing each hour!
- Snacks and lunch provided for panelists  
(pre Recession, we no longer provide food for County employees)

# Interview Questions



## HR Analyst Intern Preliminary Interview

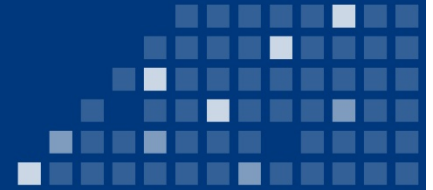
1. Why do you want to pursue career in Human Resources? What have you done to prepare yourself? (**Motivation**)
2. Tell me about a personal or career goal that you have accomplished and why your accomplishment is important to you. (**Self-Direction/Passion**)
3. Have you ever been in a situation where deadlines and priorities change frequently and rapidly? How did/would you manage that situation? (**Problem Solving**)
4. What unique quality would you bring if we hired you? (**Innovation**)

### – RATING SCALE

- o 1 - Unacceptable
- o 2 - Less than acceptable
- o 3 - Average/Acceptable
- o 4 - Greater than Acceptable
- o 5 - High/Outstanding



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# Arlington County Vision



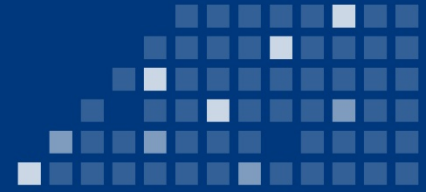
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# Reinforce our Vision



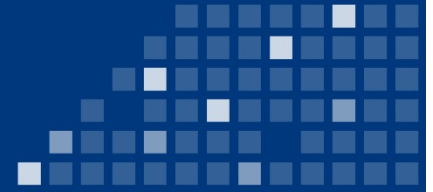
- Diversity – Panel was created for gender and ethnic diversity as well as diversity of members (cross representation of staff with HR responsibilities from different agencies)
- Smart-Growth, transit oriented Community that encouraged candidates to use mass transportation
- The greeter had input into each candidate in terms of how the candidate presented themselves to the greeter – each person is important.

# So, what happened?



- Tiffany Yuan was hired
- Currently on her 3<sup>rd</sup> rotation – Training and Organizational Development
- Her thoughts about the process were that it did surprise her that the Arlington County government was undertaking a speed interviewing process, but she thought it was cutting edge.

# More Information?



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Leaders at the Core of Better Communities