

# Employee Recruitment Guide



DEPARTMENT OF ENERGY AND ENVIRONMENT

# Employee Recruitment Guide

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Department of Energy & Environment  
Government of the District of Columbia  
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# The District's Hiring Process





# Identifying the Need for a New Position

## Identify the Need for a New Position

Before discussing your need to hire with DOEE's Human Resources Specialist, it would be helpful to ask yourself the following questions:

- Do I need this position? Can existing staff take on these responsibilities (if they aren't already)?
- What roles and responsibilities would this new recruit have?
- What grade level should I hire?
- Do I have the funding required to hire for this position this fiscal year?
- Do I have a position number available to hire for this position?
- Would this role require special certifications or training (e.g. background check, valid driver's license, inspector certifications, etc...)?

## Discuss Need with Human Resources (HR) & Office of Chief Financial Officer (OCFO)

Talk to HR about the position. HR will help you identify the documents needed to hire and advise you on next steps. HR will also work with you to identify the correct Job Specs for the new employee.

Be prepared to answer the following questions:

- Do you have the budget to take on a new employee?
- What roles/responsibilities will this new employee be taking on?
- What is the proposed salary/grade for this new employee?
- Do you have a position number available to hire for this new position?

Talk to the Agency Fiscal Officer or the Agency Budget Officer to ensure that you have funding for this new position. Know the “max” salary/grade that you can offer to the new recruit. Finally, identify a position number for this new recruit.

## Prepare Documentation Required for Hiring Package

Be prepared to complete the following for the hiring package:

- **Justification to Hire Memo** (See Attachment 1 for form and example)
- **Form 52** (See Attachment 2 for form and example)
- **Interview Questions:** In order to post a new position online, you must develop a specific question set for all candidates to complete online as part of their application (multiple choice or text entries).
  - For each position, managers must submit **three to five multiple choice questions with five answers each**; a total of 40 points.
  - Each question should have a **title of no more than 80 characters including spaces**, question text of unlimited length, and **answers of no more than 200 characters including spaces**.
  - Please be sure to limit your questions according to the character/space limit to ensure an efficient recruitment process. Additionally, managers may submit up to three open-ended text questions. Examples of questions can be found in Attachment 3.

## Help Spread the Word about the Job Posting

A variety of recruiting sources (both internally and externally) should be utilized to attract DOEE candidates. Every effort should be made to conduct a thorough search by advertising widely before filling a position.

Your HR Specialist will post the job on the DCHR website (and on LinkedIn if requested/needed), but you can do a lot to help advertise for this position on other recruiting sites. For instance, you can post the link to this job posting in alumni job boards, send the job posting to environmental organizations of which you are a member, and send to colleagues to spread the word about the position. It is recommended that you also make a request to the Office of Community Relations (OCR) to advertise the position on DOEE's social media accounts (e.g. Twitter, Facebook, etc.). Please provide OCR with suggested tweets/Facebook posts. See Attachment 4 for examples of social media posts.

# Reviewing Candidate Resumes & Qualifications

Once candidates have applied to the position and the posting period has closed, your HR Specialist will forward you the resumes of candidates that JobScience (the District's hiring system) identifies as "Highly Qualified" for the position. It is your responsibility to review these resumes to ensure that they have the proper qualifications for the role. Should you see that a candidate is not suited for this position, please let your HR Specialist know and prepare a justification as to why particular candidates should *not* be considered for an interview.

Below are questions you can ask when reviewing candidate resumes:

- **Experience** – Does the candidate have the minimum number of years of relevant experience to qualify for the position? Has he/she included dates of employment?
- **Skills, Languages & Technologies** – Is the candidate versed in the capacities listed in the requirement section of your job post?
- **Projects** – Did the candidate include projects he/she has worked on that are relevant to the advertised position? How long did he/she work on this project? To what extent will the candidate be able to use/draw on their project experience for this position? Please note, hiring manager will not be able to pull "project" data from the resume if DOEE didn't request the information
- **Education** - Did the candidate complete his/her degree? Is this necessary for the position? Does he/she have the certification required (if needed) for this position? Any relevant honors, awards, scholarships or additional achievements?

# Preparing for the Interview

Once you have identified the final list of candidates to interview, your HR Specialist will schedule the interviews based on the candidates' and the panel's availability. Please make sure you reserve blocks of time in your calendar to **complete these interviews within 2 weeks**.

The Interview Panel should determine the following prior to the interview:

- Format of the interview and order of questions;
- Questions to be asked of all candidates and the weight assigned;
- Who is going to ask which questions;
- Whether a work sample should be submitted;
- The optimum start date for the position; and
- Additional information candidates may need to know about the role that was not noted in the position description.

When developing interview questions, questions should address the candidates':

- Experience and technical competencies
- Short and Long Term Career Goals
- Leadership/Teamwork Skills
- Personality Characteristics
- Dedication/Passion for the Environment

**Sample interview questions can be found in Attachment 4.**

## Conduct the Interview

At the start of the interview, the Interview Panel should introduce themselves, noting their names and job titles/roles. Next, the HR Specialist will outline the format of the interview so that the candidate is aware of what is going to happen.

A typical interview format might be:

- Introductions of each panel member.
- A brief overview of the agency.
- A brief description of the role that the candidate is being interviewed for.
- Description of how the interview panel will conduct the interview (e.g. each alternates questions and all will take notes).
- Question and answer period from each panel member and a corresponding response from the interviewee.
- An informal question and answer period wherein the interviewee asks the panel members questions about the position, agency, etc.
- A brief overview of the District's employee benefits (provided by the HR Specialist).
- A discussion about next steps.

## Assess the Candidate

Immediately following interviews, it is recommended that you take a few minutes to write down a summary of your thoughts. Use the scoring sheet provided to you by your HR Specialist and write additional notes, as needed, to help distinguish one candidate from another.

# Selecting the Right Candidate

At this point, there are usually one or two candidates that stand out as the best qualified for the job. However, it is surprising how much interviewers' impressions can change once they have an opportunity to carefully discuss and consider all of the candidates. Be sure your approach to selecting the best candidate is comprehensive and consistent.

After interviews are completed, interviewers should complete their assessment of each candidate and add up their interview scores.

If there does not seem to be a suitable candidate, then consider the following:

- With the help of the HR Specialist, re-word or re-write job specs to create a job posting that is more attractive and clear for potential candidates.
- Re-advertise the position.

## Hire the New Employee

Once the Hiring Specialist receives all panel members' assessments, he/she will add up the interview scores and combine this score with the initial score provided by JobScience. The candidate selected by the panel (typically the individual with the highest combined score from JobScience ranking + interview score) is selected by the HR Specialist.

As the Hiring Manager, you should work closely with your HR Specialist to bring the new candidate on board. Remind your HR Specialist of your budget (e.g. max compensation for this new employee) and let him/her know of the proposed new employee start date and identify workstation location and request IT needs (e.g. personal computer, desk or cell telephone) prior to the start date. Your HR Specialist will contact the candidate and discuss compensation details, as well as conduct the pre-employment process. Once this is complete, your HR Specialist will send DCHR the final details to approve for processing.

# Attachments

**Attachment 1 – Hiring Justification Memo**

**Attachment 2 – Form 52**

**Attachment 3 – Sample Application Questions**

**Attachment 4 – Sample Interview Questions**

**Attachment 5 - Suggested areas for posting/advertising your position**

**Attachment 6 - Example of a Twitter Post about a Job Opening**

**Attachment 7 - Example of a Facebook Post about a Job Opening**

# Attachment 1 – Hiring Justification Memo

## GOVERNMENT OF THE DISTRICT OF COLUMBIA Department of Energy and Environment



### MEMORANDUM

**TO:** Tommy Wells  
Director

**FROM:**

**DATE:**

**SUBJECT:** Justification for Exemption from Hiring Freeze and to Recruit for One CS-12 Program Analyst II

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Attached is a personnel action request to recruit for a Program Analyst II CS-12 position.

**Justification:**

This position is needed to coordinate, track and expand the District's non-street tree initiatives and activities related to tree policy, planning, planting, canopy, and tree maintenance. The Program Analyst will play a key role in assessing current tree-related activities within the Department of Energy and Environment (DOEE), working in coordination with sister agencies, the federal government, and private and non-profit landowners and organizations to help the District of Columbia reach its goal to become the greenest, healthiest and most livable City in the nation.

Specifically, the Program Analyst will:

- Coordinate with District agencies, in particular the District Department of Transportation, to plan and prioritize tree planting outside the District's right-of-way;
- Refine the District's tree policy and planting goals to meet the tree canopy goal as laid out in the *Sustainable DC Plan*;
- Engage with stakeholders, including but not limited to, private businesses, landowners, residents, non-profit organizations, universities, and federal agencies, to refine the District's current tree policies and identify new ways to expand private property tree planting;
- Track DOEE's tree goals and coordinate with sister agencies to track progress on Citywide tree planting, canopy and maintenance goals; and
- Assist with planning and reporting to assure compliance with the District's municipal separate storm sewer system (MS4) permit as issued by the federal Environmental Protection Agency (EPA).



1200 First Street NE, 5th Floor, Washington, DC 20002 | (202) 535-2600 | doee.dc.gov



Requirements:

- DCHR Grade 12
- 5-9 years of experience in fields of environment, public policy, forestry, public administration or other related fields
- BA in Public Policy and Administration, Forestry, Environmental Science, Sustainability
- MA in relevant fields preferred
- Experience working on Urban Tree Canopy issues a plus
- GIS experience a plus

Funding: This is a non-union position, funded by XXX

IT Needs: PC, Desk Phone, Cell Phone

Seating Location: Workstation on 6<sup>th</sup> floor available for new employee

# Attachment 2 - Form 52

DC Standard Form 52  
Office of Personnel  
District of Columbia Personnel Manual  
Rev. 9/21/03

## REQUEST FOR PERSONNEL ACTION

DEPARTMENT:  
Department of Energy and  
Environment

**PART I. REQUESTING OFFICE:** Unless otherwise instructed, fill in all items in this part, except those inside the heavy lines. If applicable, obtain resignation and separation data on reverse side.

1. SOCIAL SECURITY NUMBER	2. NAME (Last, First, Middle) Mr.-Mrs.-Miss-Ms.	3. EFFECTIVE DATE	4. BIRTH DATE
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A. Kind of Action Requested: (1) Personnel (Specify appointment, reassignment, resignation, etc.) <b>Recruit</b>		B. Request No.	C. Date of Request
(2) Position (Specify establish, review, abolish, etc.)		D. Proposed Eff. Date	E. Workforce Plan No.

5. VETERAN PREFERENCE 1--None 2--5 PT 3--10 PT		6. DC SCD	7. TOTAL SCD	8. Handicap	9. Retirement (1 - 15)
10. FEGLI	Basic	Option A	12. Tenure Group (1, 2, 3) and (AD, A or B)		
13. NATURE OF ACTION/CODE: NTE DATE:		14. AUTHORITY:		15. HB Code: Carrier Control No:	

**Directions:** Complete highlighted parts in yellow and submit to your HR specialist, along with Justification to Hire memo and interview questions.

16. FROM: Position Title and Number	Service Code	17. Pay Plan and Series	18. (a) Grade	(b) Step	19. Salary \$	Time Service: Flag (1-8)
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20. Name and Location of Organizational Unit	Additional Comp. \$	21. Payroll Org Code	Pay Group 02
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22. TO: Position Title and Number Title PN ID#	Service Code	23. Pay Plan and Series	24. (a) Grade	(b) Step	25. Salary \$	Time Service: 80 Flag (1-8)
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26. Name and Location of Organizational Unit Department of Energy and Environment (DOEE) <b>X Administration</b> <b>Y Division</b> 1200 First Street, N.E., 5 <sup>TH</sup> Floor Washington, D.C. 20002		Additional Comp. \$	27. Payroll Org Code 10-200-202	Pay Group 02
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28. Labor Distribution Rule		AGCY		YR	INDEX	PCA	PROJ	PP	GRANT	GP																			
K	G	0	1	6	S	6	A	D	M	2	0	9	0	A	S	W	A	0	0	1	0	0	0	0	0	0	0	0	0

28a. Employment Type 1. Full-Time 4. Part-Time Temp 2. Part-Time 5. Intermittent 3. Full-Time Temp	29. Labor Distribution Rule is Certified Correct Agency Controller or Designee Date	30. Target Grade	31. Physical Location Code
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F. Remarks by Requesting Office (Continue in Item F on Reverse Side, if necessary)	32. Employment Date
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G. Requested By: (Signature and Title) (Leave blank on resignations)	I. Request Approved By: (*) Tommy Wells, Director
H. For Additional Information Call: (Name and Telephone Number) Talisha Pitt, (202) 535-2305	Department Head (Signature)

**PART II. TO BE COMPLETED BY PERSONNEL OFFICE (Items inside heavy lines in Part I also to be completed.)**

J. Position Classification Action:
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	<input checked="" type="checkbox"/> Identical Additional Initials or Signature	<input type="checkbox"/> New	<input type="checkbox"/> Vice	<input type="checkbox"/> Regraded
K. Clearances			(8) Remarks: (Note: Use Item 8 on Reverse side for Personnel Form-1 Remarks)  (9) Qualification Standards:  (10) Classification Determination:	
(1) Ceiling or Position Control				
(2) Budget Clearance				
(3) Pers. Ofc. Control				
(4) Classification				
(5) Staffing				
(6) Employee Relations				
(7) Approved By:				

**\*NOTE: Additional approval concurrence blocks on the reverse side.**

**PART III. TO BE COMPLETED BY EMPLOYEE**

Resignation (Important **NOTE TO EMPLOYEE:** Give specific reasons for your resignation. Avoid generalized reasons, such as "ill health," personal reasons)

I RESIGN FOR THE FOLLOWING REASONS:

(Date resignation is written)

THE EFFECTIVE DATE OF MY RESIGNATION WILL BE

(Date)

(Signature)

**PART IV. SEPARATION DATA**

Forward Communications, including Salary Checks and Bonds, to the following address:

(Number and Street)

(City)

(State)

(Zip Code)

**PART I. (CONTINUED)**

F. Remarks by Requesting Office:

SUGGESTED REMARKS:

- ☐ Panel this job.
- ☐ Advertise for 30 days.
- ☐ Newspaper/Journal advertising.
- ☐ Advertise D.C.-Wide.
- ☐ Advertise Nationwide.
- ☐ Certificate to Employ No.

**PART II. (CONTINUED)**

8. Personnel Form-1 Remarks:

- ☐ Subject to completion of probationary (or trial) period commencing
- ☐ Service counting toward Career-Permanent Tenure from:
- ☐ Standard Remarks needed: Item(s) --
- ☐ Exempt from the Residency Requirement
- ☐ Non-Standard Remarks included below:

**CONCURRENCES:**

TITLE				
INITIALS				
DATE				

## Attachment 3 – Sample Application Questions

**Question #1: Which option best describes your level of knowledge of the laws and regulations implemented by the Department of Energy and Environment?**

- Answer #1 (8 points) Expert knowledge
- Answer #2 (6 points) Significant knowledge
- Answer #3 (4 points) Some knowledge
- Answer #4 (2 points) Limited knowledge
- Answer #5 (0 points) No knowledge

**FREE FORM: Please provide examples demonstrating your knowledge of the laws and regulations implemented by the Department of Energy and Environment.**

**Question #2: Which option best describes your level of knowledge and experience with District and federal executive and legislative decision-making processes?**

- Answer #1 (8 points) Extensive knowledge of and experience (7 years or more) with District and federal executive and legislative decision-making processes.
- Answer #2 (6 points) Significant knowledge of and experience (4-6 years) with District and federal executive and legislative decision-making processes.
- Answer #3 (4 points) Some knowledge of experience (2-3 years) with District and executive and legislative decision-making processes.
- Answer #4 (2 points) Limited knowledge of experience (less than 2 years) with District and federal executive and legislative decision-making processes.
- Answer #5 (0 points) No knowledge or experience in this area.

**FREE FORM: Please provide examples demonstrating your knowledge of and experience with District and federal executive and legislative decision-making processes.**

**Question #3: Which option best describes your level of knowledge and skill in interpreting legal and regulatory documents, researching legislative history, case law, and best practices in other jurisdictions?**

- Answer #1 (8 points) Extensive knowledge of and skill in interpreting legal and regulatory documents, researching legislative history, case law, and best practices in other jurisdictions.
- Answer #2 (6 points) Significant knowledge of and skill in interpreting legal and regulatory documents, researching legislative history, case law, and best practices in other jurisdictions.
- Answer #3 (4 points) Some knowledge of and skill in interpreting legal and regulatory documents, researching legislative history, case law, and best practices in other jurisdictions.
- Answer #4 (2 points) Limited knowledge of and skill in interpreting legal and regulatory documents, researching legislative history, case law, and best practices in other jurisdictions.
- Answer #5 (0 points) No knowledge or experience in this area.

## Attachment 4- Sample Interview Questions

### Environmental Protection Specialist Interview Questions

Applicant Name: \_\_\_\_\_ Reviewer Name: \_\_\_\_\_

- 3. The person filling this position has to be both independent – making decisions as an individual overseeing the design and construction of stormwater projects; and a team player – working with other DOEE staff, District agencies, and others. Can you tell us about your comfort working independently and as a team? Please provide examples.**

Rating 1 (poor) through 5 (outstanding) \_\_\_\_\_

Notes:

- 4. Please list and describe some stormwater retention practices that may be used to retrofit a large property such as a recreation center or a church? What are the challenges of utilizing these practices in an urban area such as DC?**

Rating 1 (poor) through 5 (outstanding) \_\_\_\_\_

Notes:

- 5. Tell us about a time when you had to use your presentation skills to influence someone's opinion, educate someone, or present the findings on a specific matter.**

What was the situation?

What did you do?

What was the outcome?

Rating 1 (poor) through 5 (outstanding) \_\_\_\_\_

Notes:

- 7. The Department of Energy and Environment does not own any land in the District therefore to install stormwater retrofits it must work with property owners to achieve its goals while ensuring that the landowner is also satisfied. Please provide an example of a time when you worked with others through compromise to achieve a goal.**

Rating 1 (poor) through 5 (outstanding) \_\_\_\_\_

## **Attachment 5 - Suggested areas for posting/advertising your position**

### **Job Fairs**

#### **Advertise in Advance**

- Announce that you will be at the job fair well in advance. Post notices with online recruiting sites and at schools from which potential employees are likely to graduate. If the organization hosting the job fair is advertising on television and radio, inquire about having your company name mentioned in the ad.

#### **Incorporate Social Networking**

- Work with the Office of Community Relations to use DOEE's social media networks (e.g. Twitter, Facebook, LinkedIn) to note your presence prior to and during the job fair. For instance, you may announce the event on Facebook a couple of weeks prior to the date and periodically up until the job fair and tweet about being there. This is a good way of engaging potential employees before meeting them.

#### **Make a Good Impression**

- Your booth very well may make the first impression of your company on a potential employee, so make sure it is a good one. Keep it clean, organized and professional. Work with the Office of Community Relations to get a DOEE table cloth, a tent (if needed) and DOEE giveaways for potential recruits.

#### **Bring Employees Along**

- Asking some of your best staff members to accompany you to the job fair serves a couple of purposes. They can speak to candidates as peers and let them know what they love about the agency. In addition, working on the front lines gives them insight into what it takes to succeed, so they can get a feel for applicants and help you decide which might be the best contenders.

#### **Set Up an Interactive Kiosk**

- While you should certainly be prepared to accept paper resumes, you can also set up a computer or two with applications in the form of fillable electronic forms that applicants can complete on the spot. This allows you to gather more specific information than resumes alone might, helping you select the best candidates to follow up with. DOEE has a Green Pathways website ([doee.dc.gov/greenpathways](http://doee.dc.gov/greenpathways)) where candidate can register or submit their information online.
- Professional Conference and Campus Recruiting

### **DOEE Green Pathways**

- DOEE has a one-stop-shop for employment opportunities: The Green Pathways website ([doee.dc.gov/greenpathways](http://doee.dc.gov/greenpathways)). Green Pathways offers interested applicants the ability to learn about open positions, internship opportunities, and summer/short-term openings.
- If no positions are currently available, applicants can submit their application and resume online. The website has a 'resume bank' which Program Managers can use to look for potential recruits should a position or internship opportunity become available.

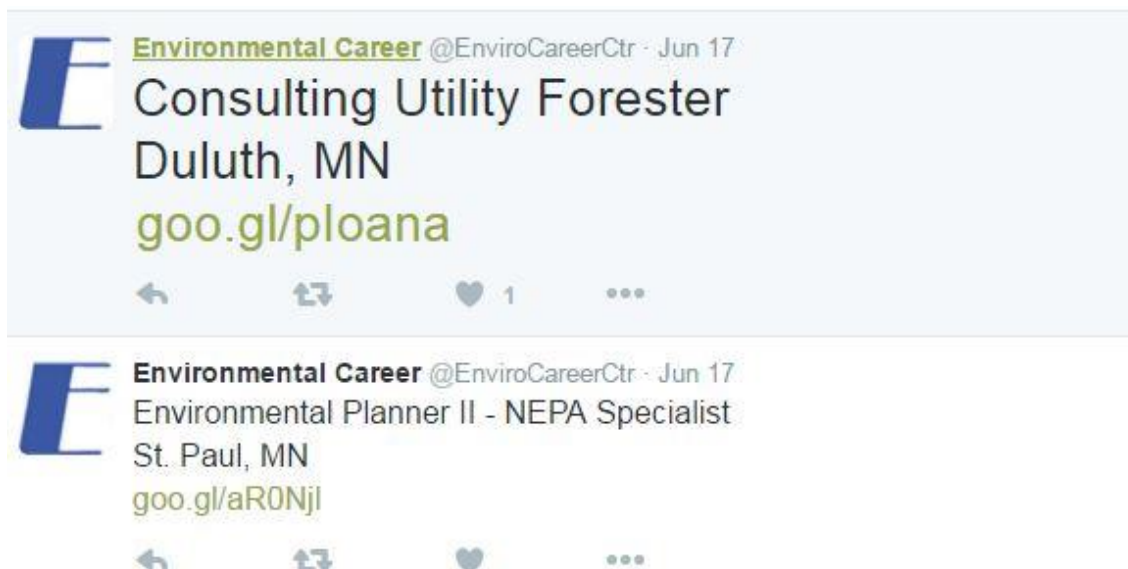
## Social Media

- LinkedIn, Twitter and Facebook are good alternative recruiting sources. Work with your Hiring Specialist and the Office of Community Relations to have “ready-to-post” tweets or Facebook posts about your new position. These posts can be placed online the same day the job is posted on the DCHR website, once the job is posted for a couple of days, and a few days before the job closes. This allows potential recruits to learn more about the position and get their application ready before the closing period.

## Membership Newsletters & Event Announcements

- Many organizations/membership subscriptions offer members the opportunity to post job listings on their weekly/monthly newsletter and/or events page. If this opportunity is available to you, consider posting the position and link to the DCHR job description via these networks.

## Attachment 6 – Example of a Twitter Post about a Job Opening



## Attachment 7 – Example of a Facebook Post about a Job Opening

**Environmental Career Opportunities**  
June 23 at 12:05pm · 🌐

Environmental Planner III / Senior Biologist - Bismarck or West Fargo ND  
[http://www.environmentaljobs.com/jobs\\_details.php...](http://www.environmentaljobs.com/jobs_details.php...)



**Environmental Jobs .com - Saving the Planet One Job at a Time**

Environmental jobs - current job openings in environmental science, policy, engineering, energy, and health & safety across the U.S.

ENVIRONMENTALJOBS.COM

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