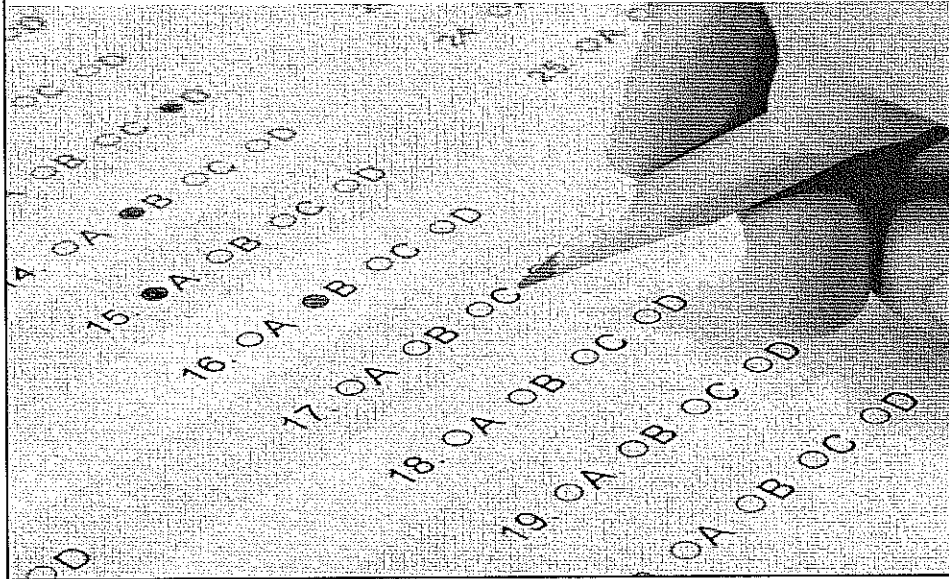


## MAKE-UP EXAMINATION POLICY



### The SAME test may be given

#### WHEN

- The test is already scheduled for multiple test dates OR
- It is a standardized exam used across multiple announcements

#### BUT ONLY FOR THE FOLLOWING REASONS

- Department error
- Natural disaster
- Military leave
- Serious illness or death in the candidate's immediate family
- Prior vacation or travel plans outside of California which cannot be reasonably changed
- Serious illness or disability of the candidate on the test date
- Wedding of candidate or candidate's immediate family member
- Religious observance, practice or commitment
- Other

**For all other cases, requests for an alternate test may be accommodated in the following circumstances:**

- ❑ Department error
- ❑ ADA related-health condition or injury which requires an extended convalescent period
- ❑ Involuntary military leave
- ❑ Religious observance, practice or commitment.

CCSF employees away on military leave at the time of application for a promotional exam shall have an opportunity to participate upon return



"5 calendar days" request rule (available, as appropriate, in announcement template)



As a precondition, candidates must sign Form. Still retain certain appeal rights.



## **Alternate Test Date Accommodation Form**

Candidate indicates that s/he

- is unable to participate due to religious beliefs. Provides name and address of religious organization.
- Has a ADA-related health condition or injury which requires an extended convalescent period and precludes him/her from participating. Provides documentation from doctor and, if employed, from employer.
- will be/was on temporary or emergency military leave on the date of the above promotional examination. Submits documentation that specifies dates of military leave.

## **Alternate Test Date Accommodation Form**

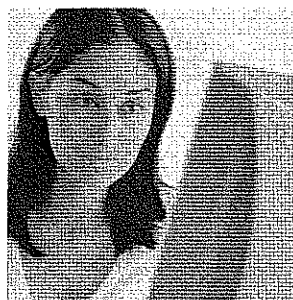
Candidate

- agrees to alternate examination as a substitute for the original, even though content may differ, in whole or in part, from the original test.
- acknowledges requirement to sign statement on confidentiality.
- understands that he/she will be considered for prospective appointment only.

# PBT Manual Revisions

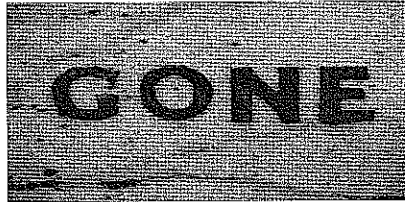
## Section I

### Examination Assignment & Research



## PBT Considerations

- ▣ Urgency to hire
- ▣ Size of applicant pool
- ▣ Title sensitivity
- ▣ Exam History
- ▣ Title use across departments
- ▣ Pre-determined PBT Class
- ▣ Does the work associated with this classification vary considerably from position to position? Is the work of the target position unique within this job classification?



- PBT Exam Reporting Form
- Announcement Review Form
- Requirement that departments check negative separation database at time of application. [Now done prior to list generation and at the time of referral.]

**PBT EXAM PLAN CHECKLIST**  
**When to touch base with DHR:**

- ▣ Obtain approval from DHR to conduct, amend or cancel a PBT process.
- ▣ If position analysis differs significantly from the job analysis documentation, confer with DHR before drafting announcement.
- ▣ DHR assesses the need for updates to the class specification (amended class spec must precede announcement posting).
- ▣ DHR will check for holdovers prior to issuance of list ID, and will consult with department if provisional employees exist

**Upon request, submit to DHR a Compliance Review Form to document one or more of the following:**

- ☐ position analysis
- ☐ Recruitment plan
- ☐ test information (e.g., KSA test/linkage, test questions, rating guidelines, etc.)
- ☐ rater information
- ☐ announcement
- ☐ exam or test plan
- ☐ exam process
- ☐ problems encountered
- ☐ justification for the pass point



## **DHR Involvement With Protests/Appeals**

- ☐ Notify and copy RAS with respect to ANY protests or appeals received (e.g., ineligibility, test administration, protests submitted prematurely to CSC, etc.)
- ☐ Confer with DHR on response and forward draft response to DHR for review.
- ☐ Notify DHR if protest is unresolved
- ☐ DHR or CSC determines if exam process or list issuance will continue with a pending appeal.
- ☐ Prepare materials for presentation to the Civil Service Commission in response to appeal and forward to DHR for review.

## **More Points of Contact with DHR**

- ▣ Send Authorization to Adopt the Eligible List via email to DHR's EIS and Referral Units.
- ▣ DHR issues Referral to departments within 15 business days from date of adoption.
- ▣ Notify DHR of selection decisions.

## **Miscellaneous Changes**

Revised sample Request for a Promotive-Only Examination letter - "The union has agreed to a promotive-only examination for this classification. [See attached.]"

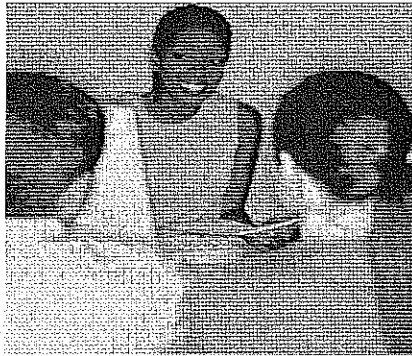
Previously stated as a requirement but it is optional (except for some public safety announcements) - "The Department may wish to send a courtesy copy of the announcement to the union approximately five days prior to the scheduled posting of the announcement."

Enunciated current practice for test administrators - "Inform candidates in writing that protests involving the manner in which the test is administered must be filed prior to the candidate leaving the test center."

Added 5 - day (business) time frame to rejection email (or letter) to allow applicants to provide clarification/verification with regard to their credentials for meeting the minimum qualifications.

# PBT Manual Revisions

## Section II Job Analysis



### Added –JA Guidelines for Analysts

For example:

- ▣ Analyst should prepare draft job analysis documents for SME review in advance of SME meeting
- ▣ Should verify or update a job analysis “within the last five years if the basic duties and responsibilities and requirements of the position as described by the last job analysis have not changed.”
- ▣ At a minimum, a telephone or personal interview with a SME should be done when an “expedited” job analysis update is performed
- ▣ A new job analysis should be done for classes that have not been studied within the last five-to-seven years
- ▣ With new job analyses, have supervisor elicit description of the job’s behaviors, rather than merely confirm prior j.a. or the analyst’s summary of the duties and job behaviors.



## Other added JA Items

- ▣ Added term definitions: ...task, duty, position, SME, etc.
- ▣ Added section on DESCRIBING JOB BEHAVIOR (e.g., critical incidents, writing task statements)
- ▣ Added section on WRITING KSA STATEMENTS
- ▣ Revised Task and KSA Rating Scales to JA Form, & added guidelines for SMEs to distinguish between brought-to-the-job and learned on the job KSAs
  - ▣ *Is the worker characteristic going to be taught?* (If yes, LOJ; if no, BTJ)
  - ▣ *Is the worker characteristic something that most workers could learn on their own quickly?* (If yes, LOJ; if no, BTJ)

## JA Task Rating Scale

Importance	
5	Task is of <b>CRITICAL IMPORTANCE</b> with respect to overall job performance
4	Task is of <b>MAJOR IMPORTANCE</b> with respect to overall job performance
3	Task is of <b>MODERATE IMPORTANCE</b> with respect to overall job performance
2	Task is of <b>MINOR IMPORTANCE</b> with respect to overall job performance
1	Task is <b>NOT PERFORMED</b> or it is of <b>NEGLIGIBLE IMPORTANCE</b> with respect to overall job performance.
Relative Time Spent	
5	Task is <b>CONSTANTLY</b> performed on the job
4	Task is <b>OFTEN</b> performed on the job.
3	Task is <b>OCCASIONALLY</b> performed on the job.
2	Task is <b>SELDOM</b> performed on the job
1	Task is <b>RARELY</b> performed on the job or <b>NOT PERFORMED</b> at all.

Important at Entry? How important is it for a newly hired employee to possess this KSA?	Differentiate Worker Performance? To what extent does possession of this KSA differentiate levels of job performance among workers?	Qualifying KSA Or Ranking KSA?
2 Essential to possess at job entry.	2 To a great extent.	Q - This competency is essential to have to perform the job at a minimum level of competency but more of it doesn't contribute to the quality of job performance.
1 Desirable but not essential to possess at job entry.	1 Somewhat.	R - possessing more of this competency will differentiate worker performance since more of it will allow one to do a better job.
0 Unimportant or it is Not Needed at job entry (e.g., because it can be acquired or learned after a training period).	0 Little or not at all.	

### Added – SME Guidelines

Job analysis SMEs should have at least 1 year of job experience

Ok to use hiring manager for job analysis (especially with PBTs) when no permanent incumbents available

Good JA practice - meet with supervisor first (for job overview), and separately from employees, so that incumbents are not distracted or inhibited.

Interviewing supervisors but not employees should be done only when there are no permanent incumbents or the position is not subject to modification by the employee's style or approach.

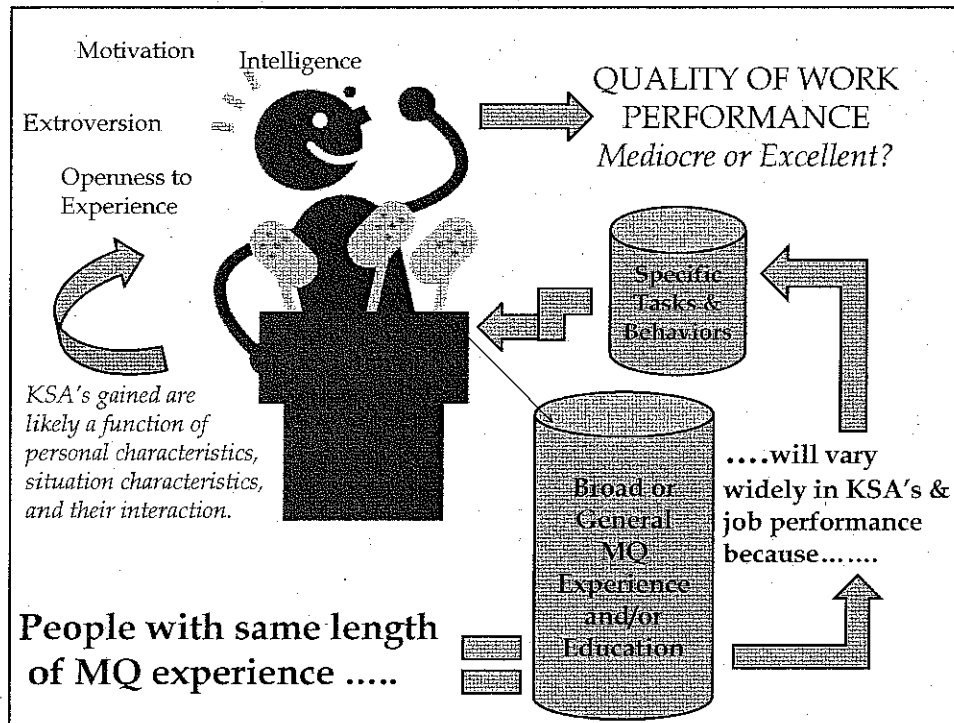


Don't use provisional employees. Exception: Ok to use to only identify (never rate) job tasks if others not available. [Consult with DHR]

## Expanded Discussion on MQs

- ▣ MQs = experiences individuals are required to have in order to compete further in the employee selection process.
- ▣ MQs = the lowest level of acceptable education and/or experience required of an individual such that the individual reasonably could be expected to satisfactorily perform the duties of the position.
- ▣ Possession of MQs alone does not guarantee that someone has the capacity to do a job successfully.
- ▣ Primary purpose : To identify those job seekers who clearly will not be able to successfully perform a job at entry.
- ▣ Underlying MQ Theory - Exposure to certain types of education and experience may give us the opportunity to acquire a particular knowledge, ability or skill (may give us the "know how").

- ▣ Using broadly defined experience to screen applicants is risky:
  - Says nothing about quality of experience. Could be mediocre. People can acquire a lifetime of experience and gain nothing from it.
  - Research - diminishing returns on years of experience. Increased amounts of experience adds smaller and smaller increments to one's cumulated knowledge.
  - Experience sometimes can be harmful: it can solidify wrong concepts and ineffective habits/behaviors; it can distort one's perspective, allow complacency, encourage conventional thinking, risk avoidance and inflexible attitudes.
- ▣ The benefits of experience depends on the individual; what they bring to the experience and what they choose to get from it. A "quick study" can learn from limited experience as much as someone who has been on a job for a very long time.
- ▣ Applicants should be given an opportunity to demonstrate their ability and not be cast aside based on relatively superficial considerations designed merely to narrow the selection down.
- ▣ Experience (and education) requirements should not be so high as to unreasonably limit applicants who might otherwise be qualified if allowed to demonstrate their abilities.



## Some basic guidelines on MQs

- ❑ Business necessity is not based upon convenience or a hiring manager's preference
- ❑ Unsupported statements may not constitute establishment of business necessity
- ❑ The employer must demonstrate that the MQ is essential at the point of entry to the satisfactory performance of the job described in the job analysis or position description
- ❑ The employer must document (not merely state) that the job requirements represent actual requirements for the job
- ❑ It must not be feasible to hire workers with lower qualifications who can be successful (i.e., there shouldn't be workers in the job (or similar job) with lower qualifications)

Employers may feel safe from litigation BUT Conn. V. Teal

MQs must be job related (degree to which measured KSAs are related to job) + Business necessity (essential, overriding legitimate business purpose)



On December 2, 2011, the EEOC posted an "informal discussion letter" on its website on high school diploma as a pre-requisite to employment - may violate the ADA.

## Use of T&Es may be appropriate

- ▣ When the applicant population is expected to be small (e.g., hard-to-fill positions and limited competition)
- ▣ If the total candidate count is higher, but a broad certification rule allows all candidates on the list to be considered
- ▣ When a given classification requires a license or certification, and formal testing is duplicative

## **An announcement's MQs must = MQs in the class specification**

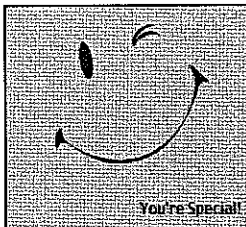
### Exceptions:

- If the class specification is silent on MQs, use the MQs included in the last announcement for that classification
- MQs for manager classifications represented by the Municipal Executives' Association (MEA) may change from position to position
- Human Resources Director may approve an exception for good cause
- The presence of an approved special condition can alter (add to, modify or serve as a substitute for) the MQs

\*Added to Provisional Hire Request portion of the Oral Authorization Form  
- "check if MQs are identical to those in the class job specification. If not, explain."

## **COMMON PITFALLS ASSOCIATED WITH MINIMUM REQUIREMENTS**

- ❑ Lack of clarity and ambiguity.
- ❑ Too restrictive, excluding candidates who have the ability to do the job.
- ❑ Including a subject in their education requirement that rationally doesn't belong there (e.g., possession of a Bachelor's Degree in business, management, public administration or *physical education*).



## MQs with Special Conditions

**SPECIAL CONDITIONS** – are specific qualifications required for an employee to successfully perform the duties of the position

- ❑ Special conditions are ordinarily expressed in terms of experience in a specialized area, specific task, physical ability (e.g., lifting 50 lbs.) or skill set (e.g., bilingual proficiency)
- ❑ Just like any MQ, special conditions are not valid for use if the job can be successfully performed without them
- ❑ May be used in PBT announcements for positions at any grade level where its use is deemed appropriate



Must be identified in the job analysis

DHR must view the special requirement to be sufficiently important or significant in order to approve it

Not valid & won't be approved if the underlying KSAs can be learned in a reasonable period of time on the job

Must be included in the job requisition

Must be incorporated into the minimum qualifications that are stated in the job announcement

May serve as a basis to eliminate applicants who do not possess them (including applicants who meet the base MQs for the classification)

If a special condition is attached to a requisition, the related PBT request will not be approved unless the resulting announcement incorporates the special condition into the MQs



“Well, isn’t that special?”

When the base MQs do not speak to the specialized area associated with the special condition, the announcement should include **a special condition statement in addition to** the classification’s base MQs

When the special condition is already a subset of the existing MQs (e.g., the MQ asks for “3 years experience in x, y and z” and “z” is the special condition), the MQ statement may be modified to exclude irrelevant MQ components (e.g., “x” and “y” may be excluded so that the MQ now reads, “3 years experience in z”).



Added language to the job announcement: “The above minimum qualifications reflect special conditions associated with the position(s) to be filled. They may differ from the standard minimum qualifications associated with this class code.”

Since agencies may apply position-specific MQs to any PBT announcement for 0900 classes, there is no need to specify “special conditions” in the PBT announcements for these classes.



## DESIRABLE QUALIFICATIONS

- ▣ By definition, DQs are not required or essential, but only useful or helpful, to do the job. Thus, no legal protection for their use based on Title VII.
- ▣ Do NOT use to discourage applicants who may only meet the minimum requirements from applying ...mixed messages
- ▣ Inappropriate to screen down the applicant pool on the basis of a paper review of DQs before applicants are given an OPPORTUNITY to actively compete further in the selection process.
- ▣ Purpose - to alert applicants of those qualifications that will likely be considered to identify job finalists.
- ▣ Include new announcement language that says DQs “may be considered at the end of the selection process when candidates are referred for hiring.”
- ▣ Lewis v. City of Chicago

## Miscellaneous



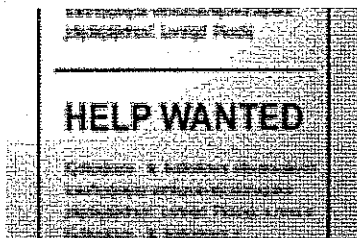
REPLACED – “SME’s Oath Statement of Confidentiality Form” with “Test Security Agreement and Statement of Responsibility Form” for test development and administration Staff



DHR’s position on Rule of the List – generally, do not support it because it does not conform to standards established by the State Personnel Board (some exceptions include MCCP titles and certain public safety titles).

# PBT Manual Revisions

## Section III Recruitment



- ❑ INSTRUCTIONS FOR ANNOUNCEMENT CONTENT
- ❑ ANNOUNCEMENT REVIEW FORM
- ❑ SAMPLE POSITION BASED TESTING ANNOUNCEMENT
- ❑ "The analyst must also send a copy of the announcement to the appropriate union."
- ❑ "Screening Committee" paragraph - "A committee of experts may evaluate the qualifications, as described on the application and/or supplemental application, of each candidate who has met the minimum requirements...."

## Standard Announcement Text Additions

- ☐ “Applicants may be contacted by email... it is their responsibility to ensure that their registered email address is accurate and kept up-to-date. ...must ensure that email from CCSF is not blocked on their computer by a spam filter. To prevent blocking, applicants should set up their email to accept CCSF mail from the following addresses (@sfgov.org, @sfdpw.org, @sfport.com, @flysfo.com, @sfwater.org, @sfdph.org, @asianart.org, @sfmta.com).”
- ☐ Applicants will receive a confirmation email that their online application has been received in response to every announcement for which they file. Applicants should retain this confirmation email for their records. Failure to receive this email means that the online application was not submitted or received.”
- ☐ “All work experience, education, training and other information substantiating how you meet the minimum qualifications must be included on your application by the filing deadline. Information submitted after the filing deadline will not be considered in determining whether you meet the minimum qualifications.”

- “Applicants may be required to submit verification of qualifying education and experience at any point.... Note: Falsifying one’s education, training, or work experience or attempted deception on the application may result in disqualification for this and future job opportunities with the City and County of San Francisco.”
- *[for PBT only]* “Upon approval ..., the eligible list ... may be used by other departments that also use this classification or a similar classification. To find other Departments which use this classification, please see <http://www.sfdhr.org/Modules/ShowDocument.aspx?documentID=13693>. Search that document by title or job code to see which departments use the classification.”
- *[for Desirable Qualifications, if used]* “The stated desirable qualifications may be used to identify job finalists at the end of the selection process when candidates are referred for hiring.”
- *[Another way to accept applications with a “Continuous filing deadline”]* File immediately. “This announcement may close at any time as applications will be accepted until a sufficient number are received to satisfy the hiring need.”

“Even though applications may not be filed immediately, this is still considered the “official posting date.” [Also, p. 15 - If the announcement was first posted as an “Information Only” announcement, with no option to apply, the five (5) business days begins from the first date of the “Information Only” posting.”

Applicants with requests are referred to web pages.

- ADA....
- Veterans' Preference....
- Requests for an **alternate test date.....**”may be considered in limited circumstances and must be submitted to the analyst listed in this announcement within five (5) calendar days of the announcement of the test date.”

### **Added section on CANCELLATION OF A RECRUITMENT, EXAMINATION OR ELIGIBLE LIST**

Completed cancellation form is reviewed and signed by the team leader or DPO

Form is forwarded to the RAS Director for review, & the Client Services Representative is copied. Final decision by HR Director

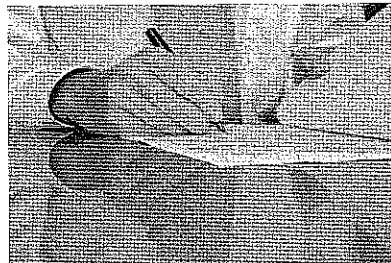
Copies of the form with the final disposition is returned to the requesting department, the Client Services Representative and Referral Unit

Cancellation following list issuance may be supported if the remaining eligibles on the list are found not to possess the minimum requirements, special condition, or testable skill set required for the position

As a general rule, cancellation requests will not be supported prior to list issuance if formal testing has begun

# PBT Manual Revisions

## Section IV Exam Development



### Additions

Policy - every analyst must make it known if s/he, or a member of the analyst's family, plans to take an examination for which the analyst may be involved or exposed

Expanded descriptions on the various types of unassembled examinations, as well the advantages and drawbacks of each

Discussion on when T&E's should and should not be used.

Discussion about the Behavioral Consistency Method, its underlying assumptions, advantages and disadvantages of the method, and examples

- ▣ **Eliminated: Developing Screening Committee Questions and Rating Guidelines ...**
  - "... generally used for management level classifications when an assembled test is to be administered and it is not feasible to test the entire applicant pool."
  - "Screening committee assessments, like Behaviorally-Anchored T&Es, are used to evaluate the quality of an applicant's job-related training, experience, ....."
  - "A supplemental application is required for this type of assessment. Responses to questions for the T&E supplemental application should be rated using behaviorally-anchored rating guidelines

**"Behaviorally-Anchored T&E Screen" to clarify use of "screening" & screening committees**

Behaviorally-Anchored T&Es may be used to screen candidates on a pass/fail basis.

Their use for screening must be approved by the RAS Director ...at least initially.

Focus on behaviors that address quality and proficiency level, not "exposures". Broadly defined "exposures not useful to determine proficiency level.

A supplemental questionnaire is used for this type of assessment. Responses to questions are rated or scored (examples often depicted in scale values)

## Added

Section on "Distinction between Interview and Oral Examination" - emphasizes formalized nature of the latter, eliminates confusion between the two terms and promotes use of formal examination questions over questions that explore a candidate's background.

Added example of how to apply job analysis data for purposes of weight test KSAs (i.e., KSAs measured in a written and oral exam and their respective weights)

Expanded descriptions on types of oral exam questions with emphasis on divergent & situational questions

Section on "General Considerations When Writing Oral Questions"

Section on "Writing Oral Questions"

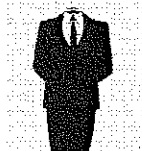
Section on "General Considerations When Writing Oral Questions"

## Added section: Considerations in Planning the Oral Examination or Structured Interview

### Raters

- ▣ Hiring managers generally not recommended as raters
- ▣ If used, reassign candidates to examiners who do not know the employees
- ▣ OK to use hiring managers for certification interviews
- ▣ Candidates known to raters only by ID # only
- ▣ If impartiality is an issue, raters must recuse themselves
- ▣ Recommended – at least 2 raters for a given rater panel
- ▣ OK to use trained HR analysts to evaluate non-technical KSAs
- ▣ Use of 5-8 questions in a Q & A type format during a 20-40 minute period is typical for an oral

ANONYMOUS



## Rater Anonymity and Challenges

CSS Rules say "the identity of any examiner or board member giving any mark or grade shall not be disclosed"

Consequently, objections to examiners must be made based on the candidate's physical recognition of the examiner, not by name

Recommended that, during the tape-recorded introductory remarks of an oral examination, the candidate should be questioned as to whether s/he has any objections to any of the members of the oral examination board (see script)

Before turning on the tape/video/digital recorder, the oral examiner will say:

*"... please be aware it is our policy that the names of all oral board raters remain anonymous. This is based on civil service rules. Also, the oral board members will refer to you only by your candidate identification number...."*

After turning on the tape/video/digital recorder, the oral examiner will say:

*"...Have you had an opportunity to review the candidate information sheet prior to coming into the examination room? Do you have any objections regarding the participation of any raters who are present on this oral panel? Good. The raters also have no objections as well, correct? [Turn to the oral rater(s) for acknowledgement]...."*



### Added section: Oral Exam Scheduling (e.g., Chain Orals, Parallel Processing)

If parallel, follow these safeguards:

- ▣ Train raters extensively on administration procedures and the rating scales.
- ▣ If practicable, “rehearse” and evaluate “mock” candidates. Review ratings to:
  - Determine need for further training (i.e., is there strong inter-rater reliability?).
  - Eliminate raters who consistently assign ratings which are not in agreement with the other raters.
  - “Balance” the panels based on how “lenient” or “harsh” the raters may be.

### Added section: “General Considerations Involving Rating Scales”

Normally use a 5-point, equal-interval, rating scale and define, at a minimum, the following anchor points on the scale: “5” (optimum), “3” (marginally acceptable or barely passing), and “1” (nil) responses. [Different model ok if rationale is provided, reliability/differentiation is addressed, & anchor point definitions are provided]

Each characteristic measured should be operationally defined

It is permissible to group KSA's into broader categories provided that

- The characteristic's definition includes the (abbreviated) description of the subsumed KSA's (e.g., a characteristic labeled “Technical Knowledge” can include knowledge about several subject areas), and
- The test plan specifies which KSA's are covered by what questions

Characteristics should be defined so as to be mutually exclusive

A question may be rated on more than one characteristic, if the question is appropriately designed to elicit more than one characteristic

## Some other added sections:

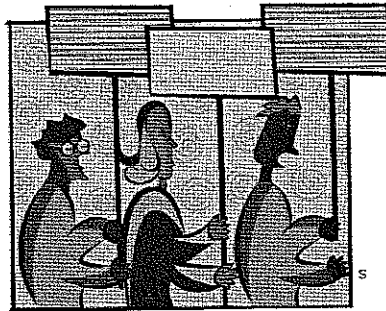
- ▣ “Probing and Prodding”, including “Do’s” and “Don’ts”
- ▣ “General oral examiner/rater behavior”
- ▣ “Oral Communication Scoring” – sample scales are provided
  - Global evaluation of O. C. is best
  - O. C. = “how” information is imparted, not “what” is imparted
- ▣ “Some Oral Rating/Scoring Issues”
  - Each oral rater makes & records independent ratings
  - Raters should avoid temptation of remarking on the candidate’s performance before ratings are completed
  - When raters done with all ratings, panel discussion begins to derive consensus on each rating (i.e., ratings should be at least within one rating of each other and, in those cases when ratings are different by one rating, all of those ratings are averaged)
  - If practicable, rate candidate on each factor as soon as s/he answers the last question pertaining to that factor. Helps to reduce “halo”

## Expanded sections on Performance Tests & Job Simulation Exercises

- ▣ Performance tests = measurement or assessment of physical or motor skills
- ▣ Simulations or work samples refer to the assessment of KSAs/competencies associated with activities that are similar to a workplace situation, assignment, and environment (i.e., the activity “looks and feels” like it is a part of the target job)

# PBT Manual Revisions

## Section X APPEALS



- ▣ Test administration protest – file at test center
- ▣ Record, “Do you have objections with regard to any of the oral board members?” ... see script
- ▣ Anonymity for both candidates and raters
- ▣ Analyst notifies ineligible applicant that s/he has 5 business days to respond to analyst... for the next step candidate is advised about submitting protest to HR Director
- ▣ Do not release test questions, rating scales, answer keys, etc. without first consulting DHR
- ▣ Challenges to qualifications – explaining ineligibility – the more specific the explanation, the better
- ▣ Check scoring calculations and formula by following the candidate instructions and manually compute scores
- ▣ Adopt list form - appeals resolved box

