



# GUIDE TO — **HIRING**

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# INTRODUCTION

Welcome to the new Hiring Process Guideline! This document has been created to provide a comprehensive and streamlined approach to recruitment and selection in our organization. By following these guidelines, Human Resources (HR) aims to enhance its hiring efficiency, effectiveness, and fairness while attracting and selecting top talent to join our team.

HR recognizes the critical role that hiring plays in shaping the success of our organization. As HR embarks on this new hiring process, the goal is to ensure a consistent, transparent, and candidate-focused approach that aligns with our organization's values and strategic objectives.

This guideline will serve as a roadmap for all stakeholders involved in the hiring process, including hiring managers, HR professionals, interviewers, and other key team members. It outlines each process phase, providing clear timelines, responsibilities, and recommended practices to guide you through each step.

Throughout this guideline, you will find valuable information on various phases of the hiring process, including Planning, Recruitment Strategy, Job Posting and Candidate Sourcing, Application Review/Screening, Conduct Selection Components, Select Finalist and Extend Offer, and Pre-Employment and Onboarding. Each phase is carefully designed to ensure a thorough and effective assessment of candidates, resulting in the selection of the most qualified individuals.

HR encourages all stakeholders to familiarize themselves with these guidelines and refer to them as a reference throughout the hiring process. By adhering to the best practices outlined in this document, the organization will collectively build a talented and diverse workforce that drives our organization's success.

HR appreciates your commitment to excellence in the hiring process and your dedication to selecting exceptional individuals who will contribute to our organization's growth and achievement. Together, let's embark on this revamped hiring process, making informed decisions and welcoming new talent to our team.

Thank you for your ongoing support and cooperation.

## CITY OF CORONA HIRING PHILOSOPHY

The City of Corona's (City), hiring philosophy is rooted in its commitment to selecting exceptional candidates who embody the organization's core values and share its dedication to improving its residents' and visitors' quality of life. HR's recruitment and selection team is dedicated to creating a compelling first impression that attracts top talent and motivates the most qualified individuals to join in serving the City.

**Talent Attraction:** The City actively promotes its unique value proposition by showcasing the organization, the services provided, and why it is an outstanding workplace. The City strives to communicate the numerous benefits and opportunities available to employees, ensuring that potential candidates recognize the appeal of being part of the organization.

**Talent Selection:** The comprehensive screening and testing process allows the City to identify the best-suited individuals for each position. The City thoughtfully evaluates candidates to ensure their qualifications, skills, and experiences align with the organization's needs and six values. The goal is to attract and secure the most talented individuals to join this exceptional team by upholding high standards and carefully assessing each candidate.

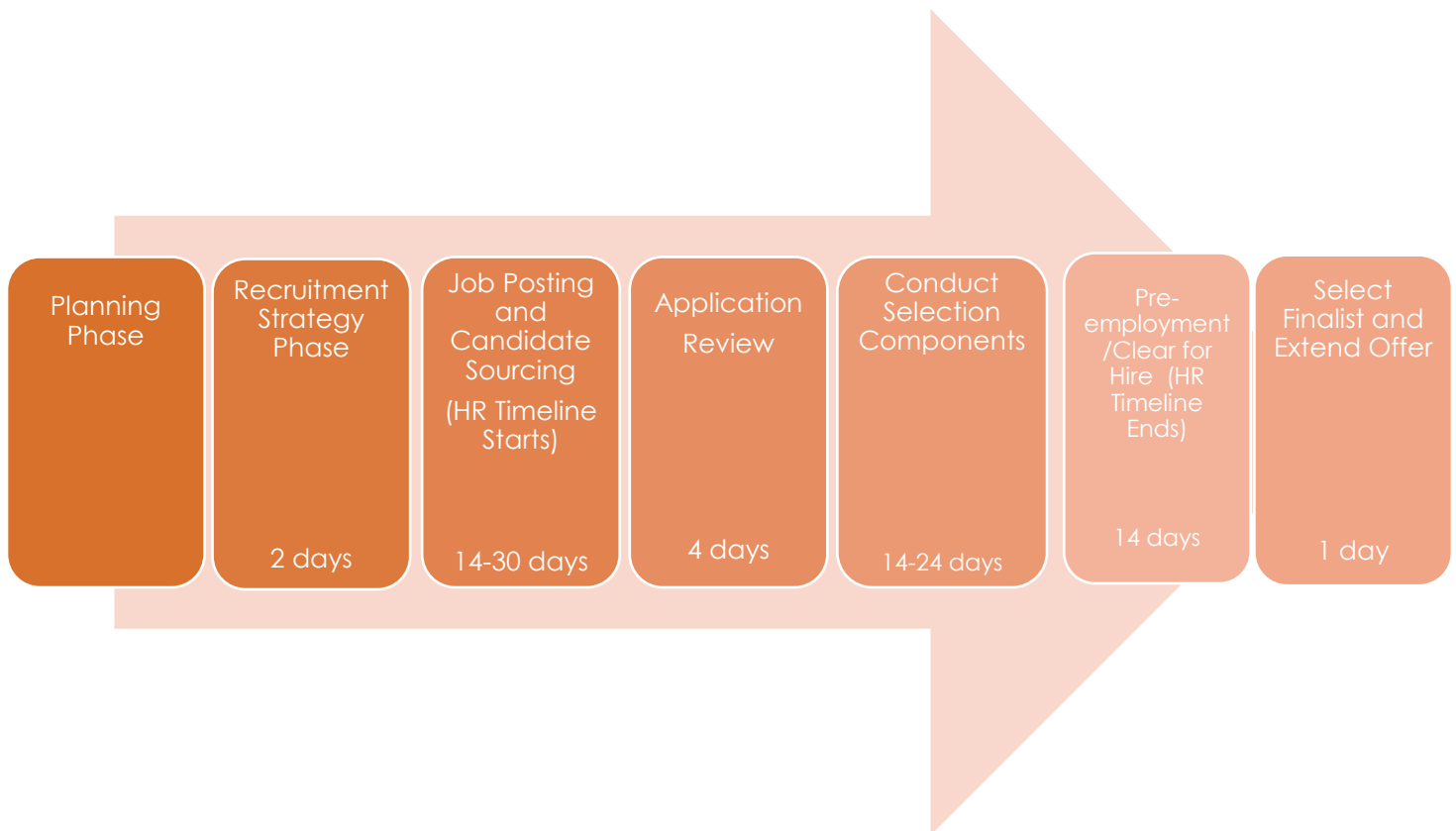
**Talent Onboarding:** The City wholeheartedly welcomes every new hire, fostering an environment of enthusiasm and support from day one. The onboarding process involves sharing vital institutional knowledge, facilitating connections with colleagues, and equipping hiring managers with the necessary tools to guarantee the success of their new employees. A strong foundation and sense of belonging sets the stage for long-term growth and fulfillment.

In summary, the hiring philosophy revolves around attracting top talent by effectively promoting the organization's value proposition, selecting the most suitable candidates through a diligent screening process, and providing a warm and comprehensive onboarding experience. By adhering to these principles, the City will maintain a dedicated and exceptional workforce to serve its community.

## HIRING PROCESS

The City takes great care in its hiring process to ensure the most qualified candidates who align with the organization's core values and are dedicated to enhancing the community are selected. The hiring process consists of several key phases, outlined below.

Recruitment and selection's target time to fill a position is **75 days** from when the job is posted to when a candidate clears the background process. This timeframe will keep the city market competitive and minimizes the potential to lose out on great candidates.



*The timeline provided above should be completed within 75 days or less from the job posting phase to the pre-employment and onboarding phase. The specific number of days will be adjusted accordingly based on the department's needs and the complexity of the recruitment process. These timelines are approximate, and it's essential to remain flexible to accommodate potential unforeseen circumstances that may arise during the recruitment process.*



# NEOGOV

NeoGov is the City of Corona's chosen applicant tracking system for recruiting. It is a comprehensive platform that streamlines the entire recruitment process, from sourcing candidates to managing applications. With NeoGov, HR can quickly post job openings, attract a vast pool of qualified applicants, and efficiently manage the hiring process.

The system provides a user-friendly interface for both applicants and hiring managers. Candidates can easily search and apply for job opportunities while hiring managers can seamlessly review applications, schedule interviews, and track the progress of each candidate.

NeoGov offers advanced features that enhance the recruitment process. It allows HR to create customized job postings tailored to the desired requirements and preferences. The system also automates various tasks, such as screening applications, sending notifications to applicants, and generating interview schedules.

Overall, NeoGov serves as a powerful tool in the organization's recruitment process, enabling the City to streamline operations, attract top talent, and efficiently manage the hiring process from start to finish.

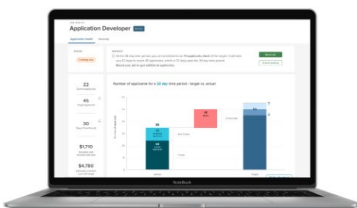
## Top Problems We Solve

### Attracting Qualified Candidates

### Cumbersome Recruitment Processes

### Poor Candidate Experience

### Lack of Reporting and Analytics



### Attracting Qualified Candidates

Discover, attract, and retain the best candidates for your organization. Enjoy seamless integration with our job board GovernmentJobs.com and develop a steady pipeline of top talent.

[Learn how we solve this →](#)

## Candidate Scoring

As candidates apply, Insight pre-screens them using auto-scoring to highlight the best candidates. By showing weighted scores and rankings based on screening protocols, tests, and interviews, Insight helps you narrow candidates down and find the best fit.

- ✓ Configurable screening hurdles and weights
- ✓ Customize scoring rules to rank candidates
- ✓ Generate and manage your ranked eligible list

## PLANNING PHASE

The planning phase of recruitment involves assessing the department's staffing needs and determining whether to fill a vacant position or create a new position. It is essential for hiring managers to be educated about this phase and the considerations involved. An explanation of the planning phase and the difference between filling a vacant position and creating a new position is below:

### Assessing Staffing Needs

The department evaluates its current workforce and identifies any gaps or areas of need. Hiring managers collaborate with department heads and Human Resources to understand the specific needs within their teams. The assessment may involve analyzing workload, productivity, upcoming projects, and anticipated department goals or operations changes.

### Filling a Vacant Position

When a position becomes vacant due to an employee leaving or being promoted, the hiring manager assesses the impact on the team's productivity and workload. The hiring manager reviews the job description and identifies any necessary updates based on evolving needs. The decision to fill the position depends on whether the existing workload can be effectively managed without compromising productivity or requiring excessive overtime.

### Creating a New Position

If the assessment reveals a sustained or increased workload or identifies emerging needs that existing staff cannot adequately address, creating a new position may be necessary. The hiring manager works with Human Resources, Finance, and their Department Head to define the scope, responsibilities, and qualifications required for the new position. A business case may be developed to justify the need for the new position, considering factors such as increased demand, expanding services, or organizational growth.

### Submitting a Personnel Requisition Form (PRF)

To initiate the recruitment process, the hiring manager will submit a Personnel Requisition Form (PRF) to the HR department. After completing the necessary assessments, finalizing the job description, and addressing any financial considerations, the PRF will be entered into DocuSign for signature. Upon receiving the fully executed PRF, it will be assigned to a recruitment team member. The recruiter will then schedule a recruitment strategy meeting with the hiring manager. **\*\*Note\*\*:** An electronic version of the PRF will be available soon.



## RECRUITMENT STRATEGY PHASE

Once the PRF is received by HR, the assigned HR Recruiter will schedule a Recruitment Strategy meeting where the following key topics will be discussed to develop an effective recruitment plan collaboratively with the Hiring Manager:

### Job Requirements and Qualifications

Review and clarify the specific job requirements and qualifications for the positions that must be filled. Discuss any essential skills, experience, education, or certifications necessary for the role.

### Hiring Timeline

Determine the timeline for the recruitment hiring, including the desired start date for new hires. Discuss any critical deadlines or time-sensitive needs that should be considered during the recruitment. A [recruitment timeline](#) will be completed for each position so everyone is on the same page as far as the total length of the recruitment as well as the dates each event will take place.

These dates will be placed by HR on the Hiring Manager's calendar after the meeting takes place.

### Sourcing Strategies

Brainstorm and discuss various sourcing strategies to attract qualified candidates. Explore internal job postings, external job boards, social media platforms, employee referrals, professional networks, recruitment agencies, or campus recruitment programs.

A well-planned sourcing and outreach strategy is crucial to recruit top talent effectively. The HR recruiter and hiring manager will collaborate to determine the most effective tools and techniques.

### Candidate Screening and Selection Process

Define the screening and selection process for evaluating applicants. Discuss the desired criteria for selecting candidates, conducting interviews, and assessing their qualifications (i.e. tests). Determine who will be involved in the interview process and establish a clear evaluation framework.

## Interview techniques and questions

Share best practices for conducting effective interviews, including behavioral and situational questions. Discuss the key competencies and behaviors that should be assessed during the interviews and agree on a set of standardized interview questions to evaluate candidates consistently.

Logistics play a crucial role in creating a positive interview experience. HR will secure a comfortable and clean location, considering any IT or technology requirements. The recruiter will schedule time with the interviewers, providing them with guidelines and a PDF of the job flyer. The recruiter will then invite candidates to interview, sending a follow-up email confirmation with details such as location, time, duration, and travel/parking instructions.

Interview questions are collaboratively developed, with Human Resources creating behavioral-based questions and the hiring manager crafting technical questions. The questions should assess technical abilities and communication skills, interpersonal skills, decision-making, judgment, and leadership abilities for higher-level positions. The questions should include a mix of open-ended and scenario-based questions. Each of the five competency areas is rated on a scale of 0 to 5, with an overall rating of 100 points. The first-panel interview is more of a technical interview where the second interview assesses the candidate's fit with the department/city.

The first panel interview shall place the candidates in rank order (based on score) on the eligibility list and the second interview is a less formal process where the top candidates are interviewed, and fit is determined.

## Employer branding and messaging

Discuss how to effectively communicate the employer value proposition and the unique aspects of the department or organization. Consider how to showcase the company culture, mission, and opportunities for growth to attract top talent.

## JOB POSTING AND CANDIDATE SOURCING PHASE

### Posting

In today's competitive hiring landscape, it's crucial to capture job seekers' attention and entice them to apply quickly. HR aims to create compelling job postings that attract top talent. The Human Resources recruiters will work closely with hiring managers to craft job postings that accurately represent the position and resonate with our target candidates. HR focuses on creating visually appealing, easy-to-read postings that leave a lasting impression. There are three key areas to consider when creating a job posting as outlined below:

**Job Description:** Outlines the position's essential functions, education, and experience requirements, as well as physical demands and work environment. Candidates can find the detailed job description linked within the job posting.

**Job Posting:** A job posting is what candidates will see when they apply for the position. The job posting is visible on the City's applicant tracking system, [governmentjobs.com](http://governmentjobs.com). It should include a brief overview of the position, required education and experience, essential skills and abilities, information about the department and city. To ensure transparency in the process and provide a better overall candidate experience, the testing process for each position shall be outlined in the job flyer, along with tentative dates for each step in the process.

**Job Advertisement:** An advertisement should be a short announcement that captures a job seeker's attention. They are vibrant to draw potential candidates in and contain highlights about the position, City, and culture. The same day the position is posted, the Recruitment team will place all job advertisements that are discussed in the strategy meeting. This ensures timely and targeted promotion of job opportunities.

### Sourcing

As talent ambassadors for the city, every employee plays a vital role in identifying potential candidates. Utilizing existing contacts is a simple yet powerful method to connect with quality candidates. Colleagues in the same field will likely provide the best referrals, so sharing job opportunities within networks is encouraged. Various methods can be employed to actively seek candidates, such as professional networks, job advertisement mailers, professional association e-mail lists, social media, employee referrals, college recruitment portals, billboards, career fairs, different events, and direct sourcing passive prospects.

# APPLICATION REVIEW AND SCREENING

4  
days

## Candidate Screening and Evaluation

The recruitment team is critical in screening and evaluating applicants to identify the most qualified candidates. Various screening tools that the team uses are outlined in the [Screening Tool Matrix](#).

## Application Screening Process

The application screening process is crucial in evaluating candidates for a position. It involves reviewing applications and resumes to assess qualifications and suitability.

**Recruiter Review of Applications:** The recruiter reviews applications based on minimum qualifications and discussed criteria. Critical factors like work experience, education, certifications, and skills mentioned in the job description are evaluated. Qualified candidates proceed to the hiring manager for further review. This process is completed within **24 hours** of the position closing.

**Hiring Manager Review of Applications:** The hiring manager assesses each candidate the recruiter provides. The manager uses the job posting as a benchmark and evaluates applications against target qualifications. Factors considered include relevant experiences, red flags, responses to supplemental questions, and additional materials. Applicants are categorized as "Yes" or "No" based on qualifications and fit for the position. Hiring Managers must provide comments in the system to justify their rating. The hiring manager completes the evaluation within **48-72 hours** of receiving applications. **If the review exceeds 48-72 hours, the Recruiter will forward it to the Department Head for a response within 24 hours.**

Organize applicants into one of two categories: Yes, or No:

Applicant Categories	
Yes	The applicant is a stand-out who exceeds expectations and possesses most, if not all, the ideal qualifications the hiring manager seeks.
No	The applicant has little to no experience in the areas that the hiring manager is seeking.

Recruiters invite selected candidates based on this review.

# CONDUCT SELECTION COMPONENTS

14-24  
days

## Assessment/Tests

HR is responsible for developing and administering pre-employment assessments and tests fairly and objectively. These assessments and tests are designed to predict job performance effectively and identify the most qualified candidates based on their knowledge, skills, and abilities. HR creates/procures pre-employment assessments identified during the Recruitment Strategy Meeting.

It's important to note that the specific assessments used in this phase may vary depending on the job requirements, organizational preferences, and available resources. These assessments are designed to comprehensively evaluate candidates' qualifications, skills, and abilities relevant to the position. The selection of evaluations should be based on their validity, reliability, job relevance, and alignment with the hiring goals of the city. Examples of the types of assessments and tests that can be conducted are outlined in the [Assessment and Testing Matrix](#).

Once the assessment/testing phase is complete, candidates will proceed to a panel interview. If no assessment/testing is conducted, candidates will directly move from the application screening phase to the interview process.

## Interview Process

The interview process aims to identify the best candidate for the job, with the hiring manager being the ultimate decision-maker. The recruiter acts as a consultant, guiding the process, ensuring adherence to steps, and maintaining the recruitment timeline.

To ensure a thorough evaluation, the interview panel should consist of a diverse group of individuals holding different roles within the team, department, city, or outside agency. Panel members from outside agencies provide impartiality and a perspective that others within the organization may be unable to provide. This diversity brings a variety of perspectives and expertise to assess different aspects of a candidate's suitability for the position. For managerial or higher-level roles, consider involving clients and other leaders.

The interview format should be appropriate for the position and accommodate the interviewers. A panel interview, with up to three interviewers, is recommended. Two rounds of interviews are typically conducted. The standard duration for an interview is 30 minutes, with a 5 minute break between candidates, which may vary depending on the position level.

Each person has a unique and vital role in the interview process, as outlined in the attached [Interview Process Roles and Responsibilities](#).

The new [Interview Question Template](#) and [Rating Scale](#) are attached to be used with each recruitment process.

For lead and above-level positions, the Communication and Interpersonal Skills sections shall be combined into one section, and a Leadership and Supervisory Skills section will be added.

Forced ranking can be used on a case-by-case basis.

## Conducting an Interview

The successful execution of an interview is achieved through careful planning and preparation. Many tasks occur before, during, and after the interview process, as outlined in the [Tasks During the Interview Process Guideline](#).

## Scoring

The scoring method used to evaluate applicants varies depending on the assessment/test and interview administered. Examinations and interviews are scored in a manner of the number of questions answered correctly. The City of Corona employs a 100-point rating scale with 70% as the pass point.

Sometimes, assessments are weighted, primarily for Police and Fire recruitments. Each section of the testing process carries a predetermined weight. For example, the written exam may be worth 20%, promotability 60%, and the interview 20%, totaling 100% overall. Scores within each section contribute to the percentage assigned to that section's weight.

When forced ranking is requested, candidates are not given an actual point value score. Instead, they are ranked in the order they will appear on the eligibility list.

**Score Reports and Test Results:** The hiring manager will only receive results for applicants who have passed the assessment or test(s) and were referred by the recruiter. Applicants do not receive numerical scores; they are only provided with pass/fail results. A detailed report of a candidate's results is available upon request for assessments. This report can be obtained from the recruiter after the entire process concludes and the eligibility list is established.

**Development Report:** Internal candidates, whether chosen or not for hire, can request a development report that will be created by the HR Recruiter. This report offers general development recommendations for each assessed competency. To request this report, candidates must contact the Human Resources department.



**Reapplication and Retake Guidelines:** Applicants must wait **90 days** before reapplying and retaking an assessment or test. In case of a retake, the most recent score will be considered, regardless of whether it is higher or lower than the previous score.

## Eligibility list

After the panel interview is conducted and scores are tabulated, candidates who score 70% or higher in the process will be placed on an eligibility list in rank order based on their scores.

Utilizing eligibility lists can significantly benefit the City's hiring processes, providing a streamlined and efficient approach to candidate selection. These lists are designed to ensure fairness, transparency, and access to a pool of qualified individuals who have met the minimum requirements for the position.

HR offers two types of eligibility lists:

**Promotional Eligibility Lists:** These lists comprise successful City employees who have excelled in promotional recruitment and examination. Unless exhausted sooner through promotion or termination, they are valid for one year from the certification date.

**Open Eligibility Lists:** Open recruitment and examination yield these lists, including the names of all successful candidates. They remain active for one year from the date of establishment unless vacated earlier by the Chief Talent Officer.

To ensure the effectiveness and accuracy of these lists, the removal of candidates' names is conducted under specific circumstances:

### Promotional Eligibility Lists

- Candidate fails a 2<sup>nd</sup> interview
- Termination of City employment
- Candidate's request for removal
- Candidate declined two separate appointment offers
- Evidence indicating the candidate does not possess the minimum qualifications required for appointment

### Open Eligibility Lists

- Candidate fails a 2<sup>nd</sup> interview
- Failure to appear for a scheduled 2<sup>nd</sup> interview with the Department Director (if required) in response to a written request
- Failure to respond within four calendar days to emails regarding interest in remaining on the list or being considered for a current vacancy

- Evidence indicating the candidate does not possess the minimum qualifications required for appointment
- Candidate's request for removal
- Candidate declining an offer of appointment to a currently existing vacancy

By embracing eligibility lists, HR can streamline its hiring processes, uphold fairness and transparency, and tap into a pool of qualified candidates who have already demonstrated their capabilities. These lists provide an efficient and reliable means to identify the best-suited individuals for the organizations' vacancies, ensuring a seamless transition and promoting a high-performing workforce.

Eligibility lists are good for up to a year, and for Police and Fire may be extended up to eighteen (18) months upon recommendation of the Chief and approval of the Chief Talent Officer. The Police Chief and Fire Chief may submit a recommendation to exhaust an eligibility list at any time, and the list shall be exhausted upon approval of the Chief Talent Officer.

The City shall use the "Rule of 3" when selecting eligibles from the eligibility list. The number of eligibles provided to the Department shall equal the number of vacancies to be filled plus two. For each additional vacancy, one candidate shall be provided. When a tie exists in the top three ranking scores, the Human Resources Department shall send the eligibles who possess the first, second, and third-ranking scores regardless of the number of eligibles.

When an eligibility list contains fewer than three names, the department head may make an appointment from such list or request to exhaust the eligibility list and open a new recruitment.

## SELECTING A FINALIST AND EXTENDING OFFER

Hiring the best people for the right positions is one of the critical components in creating a healthy, positive, productive work culture. The hiring manager is responsible for incorporating interviewer feedback to make a final decision about whom to hire. Review all the available information, including the strategy meeting notes, job postings, job applications, supplemental application materials, and interview notes. Consider fit with the team and organization along with interest in public service. Consider what gaps exist on the team and which need to be filled. Most importantly, determine the non-negotiables versus what can be coached or learned on the job. Always focus on selecting the best candidate for the position, the team, and the city, ensuring the decision is defensible in terms of why the other candidates were not selected.

The selection should be made within 24 hours of the interview or 2<sup>nd</sup> interview, depending on the process outlined in the strategy meeting.

**Collaboration with Recruiter:** The Hiring Manager contacts the recruiter to initiate the job offer process. They share details of the selected candidate.

**Job Offer Extension:** The recruiter extends the job offer to the selected candidate. The following are considered when establishing pay above Step 1:

- Step 2 – Department and Recruiter approval
- Step 3 – Chief Talent Officer or designee
- Step 4 – Assistant City Manager
- Step 5 – City Manager

**Candidate Acceptance or Negotiation:** The candidate can review the offer, discuss any concerns, or negotiate certain aspects accordingly. The recruiter serves as the main point of contact during this process and works closely with the candidate to address their questions or requests.

**Offer Acceptance:** If the candidate accepts the job offer, the recruiter proceeds with the necessary onboarding processes, such as initiating pre-employment background checks (livescan, medical, reference checks, etc.), coordinating pre-employment paperwork, and communicating the candidate's acceptance to the hiring manager and relevant stakeholders.

Effective communication and collaboration between the hiring manager and recruiter throughout this phase are crucial to ensure a smooth and efficient job offer process. Their coordinated efforts help secure the selected candidate and prepare for their successful integration into the organization.

## PRE-EMPLOYMENT AND ONBOARDING

The pre-employment and onboarding phase of the recruitment process is an exciting time that ensures a smooth transition for the new hire. Once the candidate accepts the conditional job offer, they will complete essential requirements, including background checks, medical screenings, and necessary paperwork such as NeoGov new hire tasks and I-9 Verification of Eligibility. They will receive a personalized conditional offer letter from the onboarding specialist outlining the terms and conditions of employment.

During this phase, the hiring manager coordinates the onboarding process (**please review the City of Corona Onboarding Guide for Managers/Supervisors**), making it a seamless experience. They will ensure the new hire attends the engaging new employee orientation conducted by HR, where they will learn about the organization's policies and culture. The hiring manager will also provide necessary training, arrange IT system access and equipment, set up the workspace, and facilitate introductions to team members and key stakeholders.

### Pre-Employment Screening

The City collaborates with Applicant Background Information (ABI) and Vista Medical Clinic and conducts in-house screenings to ensure thorough pre-employment checks. ABI will initiate background and reference checks based on the candidate's information provided to Human Resources. The candidate will then be fingerprinted and receive a packet for the required physical examination.

The many types of Pre-Employment Screenings that take place and each one is outlined in the [Pre-Employment Screening List](#).

### Pre-Employment Screening Results

The Human Resources Supervisor will review the candidate's pre-employment screening results. The onboarding specialist will inform the hiring manager of the candidate's status, which will fall into one of the following categories:

**Clear:** The candidate has passed all pre-employment contingencies and is ready to start.

**Pre-Adverse/Adverse Action Process:** After further review, the candidate did not meet pre-employment requirements. Candidates have the right to contest findings within five business days.

**Rescinding of Offer:** If, upon final review, the candidate does not meet pre-employment contingencies, the onboarding specialist will officially retract the job offer.

Once the candidate is cleared, the onboarding specialist will create the final offer of employment and notify the respective department, the candidate, and IT. A start date is

established. New employees will start with the city (promotion, rehire, transfer, or new appointment) on the first Monday of each pay period.

The onboarding process aims to integrate the new hire into the City seamlessly. The hiring manager and HR shall be committed to providing ongoing support and clarifying performance expectations and goals. By ensuring a thorough pre-employment process and a welcoming onboarding experience, the City empowers the new hire to make a positive impact from day one. For more details, please refer to the City of Corona Onboarding Guide for Managers/Supervisors.

## EMPOWERING MANAGERS/SUPERVISORS' SUCCESSFUL HIRING

Congratulations on completing the Manager's Hiring Guide! Armed with these invaluable tools and strategies, you are now equipped to unleash the full potential of your team and achieve extraordinary results. Remember, as a leader, you have the power to shape the future of our organization by attracting, selecting, and nurturing exceptional talent.

Your commitment to implementing the principles outlined in this guide will elevate your team's performance and contribute to our organization's overall success. By fostering a culture of excellence, collaboration, and innovation, we will drive transformational growth and make a lasting impact in our industry.

Embrace the power of effective recruitment and selection and see firsthand the remarkable outcomes that await us. Let your leadership shine as you inspire, motivate, and develop each team member to reach new heights of success.

Thank you for your dedication to building great teams and unwavering commitment to our shared vision. Together, we will continue to shape the future and achieve greatness.

Onward to success!



## TEMPLATE APPENDIX

[RECRUITMENT TIMELINE](#)

[SCREENING TOOL MATRIX](#)

[ASSESSMENT TESTING MATRIX](#)

[INTERVIEW PROCESS ROLES AND RESPONSIBILITIES](#)

[INTERVIEW QUESTION TEMPLATE](#)

[RATING SCALE](#)

[TASKS DURING INTERVIEW PROCESS OUTLINE](#)

[PRE-EMPLOYMENT SCREENING](#)