


MODULE 4 – STAFFING, SELECTION & INTERVIEWING

NM JUDICIAL BRANCH
SUPERVISORY
MENTORSHIP
PROGRAM



LAYING THE GROUNDWORK FOR BUILDING YOUR OWN SOLID FOUNDATION FOR CAREER SUCCESS.


COURSE OUTLINE




MODULES

- 1 – Career Building
- 2 – Supervision, Coaching & Management
- 3 – Communications
- 4 - Staffing, Selection & Interviewing**
- 5 - Performance Planning, Development & Evaluation
- 6 – Employee Discipline
- 7 - Personnel Rules Overview
- 8 – Harassment, Including Sexual Harassment, Discrimination & Retaliation Prevention
- 9 – Drug & Alcohol Prevention & Testing
- 10 – Worker' Compensation, Safety & Loss Control


HANDOUTS



- How to Apply Handout
- Interview Questions Do's and Don'ts – Sample
- Article – The Employment Authorization Question
- Article – When Can you Ask a Worker About Citizen Status?
- Complete List of Behavioral Interview Questions
- NMJBPR – Section 4. Recruitment, Selection, and Appointment – Revised 07/17/23
- NMJB General Personnel Policy and Procedures – Interview Policy
- Job Classification & Pay Schedule

 **HANDOUTS**


- AOC HRD Recruitment and Selection Instruction and Tracking Sheet
- AOC Application/Resume Checklist
- AOC HRD Employee Hire Checklist
- AOC HRD Hiring Documentation and Placement Memo
- AOC Applicant List of Eligibles
- AOC Applicant List of Eligibles – Template for Judicial Specialist 2 - ONLY
- Reference Check Form – Sample

 **HANDOUTS**

- Offer Letter & FLSA Letter – Sample
- Essential Functions Acknowledgment Form – Sample
- "Thank you but no thank you," rejection letter sample
- AOC Volunteer Agreement Form
- AOC Employment Statement
- AOC Authority to Release Employment Records and Personnel Files
- Article – People, Productivity, and Performance – The Foundations of Profitability
- Article – NM Adopts Ban-the-Box, Expungement Laws
- Article – Is Employment Testing Legal?
- Job Applicant – Interview Do's and Don'ts

LEARNING / TRAINING GOALS

- **Understand the Interview & Selection Process**
- **Interview DO'S & DON'TS**
- **Hiring Justification**
- **Job Offers**
- **Interview Tips**



Revised: 9/16/2024 6

RECRUITMENT, SELECTION & APPOINTMENT
NMJBPR SECTION 4

Summary

- Perm and term positions must be advertised.
- A job posting shall be posted for five (5) business days, at minimum.
- A job posting must be on the NM Judicial Branch Webpage (internal or external).
- Minimum qualifications, examples of job duties, competencies/qualifications, work environment and physical demands, and benefits information cannot be changed.
- Summary may be adjusted to be more specific

Revised: 9/16/2024



RECRUITMENT OF PERSONNEL
NMJBPR SECTION 4.03F

Applications for employment received from previous recruitments may be used for other positions if they are for the same:

- Job Classification; Position Status; and Geographic Location for up to 120 days from the date the previous recruitment ended.



RECRUITMENT OF PERSONNEL
NMJBPR SECTION 4.03G

Added 07/01/2019

The AOC HRD Director may approve the use of a previous recruitment to fill a vacant position of the same job classification, regardless of position status without advertisement.




RECRUITMENT OF PERSONNEL
NMJBPR SECTION 4.03H

Added 07/01/2019

The AOC Director may approve the use of a previous recruitment to fill a vacant position of a different job classification without advertisement.

The request shall be submitted in writing to the AOC HRD Director and the AOC Director.

Revised: 9/16/2024  10

SCREENING APPLICATIONS AND DETERMINING WHO TO INTERVIEW

- HR or designee reviews and screens applications/resumes received to identify applicants who meet the minimum qualifications.
- Based on information provided, HR or designee creates a list rating and ranking each candidate.

APPLICATION PROCESS
NMJBPR 4.04A

To Apply:
Applicants have to submit within the time specified in the job posting:


- NMJB Application Form
- Resume and Resume Supplemental Form
- Proof of education
- Copies of licenses, certificates, etc., if applicable
- Other information requested in the job posting

Revised: 9/16/2024  12

APPLICATION PROCESS
NMBPR 4.04B


An application may be rejected if:

1. The application is not on the required form(s) or is incomplete.
2. The application does not include copies of all information requested in the job posting.
3. **Should be rejected** if the application is not submitted timely.
4. The applicant does not meet the minimum qualifications.
5. **Should be rejected** if the applicant has provided false statements or documentation.
6. The applicant is in violation of the Criminal Offender Employment Act. (NMSA 1978, Section 28-2-1 to 28-2-6, 1974 as amended through 2010)

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APPLICATION PROCESS
NMBPR 4.04C

- If you work for a District Court the Administrative Authority may approve a rejected application for interview purposes.



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APPLICATION PROCESS
NMBPR 4.04D

With appropriate justification from the Administrative Authority, the AOC Director may approve the hiring of an incumbent whose application was rejected, but who the Administrative Authority approved to be interviewed.




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WHAT TO LOOK FOR WHEN REVIEWING APPLICATIONS

Look at things such as:

- Gaps in employment history,
- Career Progression,
- Related experience,
- Related volunteer/civic involvement,
- Education,
- Accomplishments/results, and
- How long they have continuously worked for the same employer.

Q. What else should a supervisor look at or take into consideration?



INTERVIEW PANEL
REF: NMJBPR SECTION 4.05
INTERVIEW POLICY

- ❖ **Minimum 3 person interview panel – must include the direct supervisor or designee.**
- ❖ **The direct supervisor or designee of the person to be appointed must be in agreement with the candidate selected. If agreement cannot be reached second interviews are required.**
- ❖ **Each interview should be the same amount of time approximately and have the same.**
- ❖ **If interviews will be conducted for at-will positions we recommend following the interview policy for consistency.**




THE INTERVIEW

Best predictor of future behavior is past behavior.


An interview should obtain information about a candidates past behavior to help you determine if the candidate has exhibited the skills needed for the job.

More than a “gut feeling,” do not rely too heavily on intuition.




THE INTERVIEW

- ❖ Plan a logical, structured interview that includes pre-planned interview questions.
- ❖ Develop questions to determine if the interviewee has a thorough knowledge of the necessary skills needed to perform the job.
- ❖ Structure your interview into four phases.



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THE INTERVIEW





- ❖ Phase 1: Tell the candidate about the job. Sign the Essential Functions and Working Conditions form.
- ❖ Phase 2: Ask your questions.
- ❖ Phase 3: Ask your candidate if they have any questions.
- ❖ Phase 4: Close the interview by telling the candidate about the selection process, and approximately when you will be making a hiring decision.

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THE INTERVIEW

PHASE 1 should include:


1. Provide a copy of the Job Description to the Candidate.
2. Ask the Candidate to review and sign the Essential Functions and Working Conditions of the job. (See sample)
3. Introduction – introduce interview panel.

THE INTERVIEW


Phase 1 should include:

4. Inform the interviewee of how much time they will have for the interview.
5. Give them a brief description of the court/judicial entity.
6. Outline briefly the position's job duties.
7. Inform them the salary range and/or target pay.



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THE INTERVIEW



Phase 2 Rules:

- ❖ Ask the same questions for each interviewee, and you can allow for questions that require each candidate to elaborate on their answers.
- ❖ Questions should be relevant to the job.
- ❖ No personal questions.
- ❖ Additional follow-up questions are OK if job related.
- ❖ Take notes.
- ❖ The interview panel should discuss each candidate privately and objectively.

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THE INTERVIEW
FOLLOW UP QUESTIONS DURING AN INTERVIEW


Can you give me an example of a follow-up job related question?

Revised: 9/16/2024 24

EXAMPLES OF FOLLOW UP JOB RELATED QUESTIONS?

- Tell me more about that.
- Why do you think that happened?
- How did you make that happen?


Applying for a job at IKEA



A cartoon illustration showing a man in a suit standing in a doorway, looking at a man sitting at a desk. The man at the desk says, "Make a chair and take a seat." The man standing is holding a resume. The cartoon is signed "CARMY PETE" in the bottom right corner.

SELECTION PROCESS - INTERVIEW


- Know the "skill set" or minimum qualifications required of a candidate to perform the job.
- Ask questions to seek out past behaviors.
- Ask relevant questions. Open ended questions are best. I.e., What part of scheduling case loads do you handle? Vs. Are you the one who schedules the case loads.
- Establish and maintain rapport with candidate.



An illustration showing a small figure of a person in a suit standing between two large hands. The word "Selection" is written at the bottom of the illustration.

SELECTION PROCESS - INTERVIEW

- Listen carefully, active listening.
- Observe non-verbal behavior.
- Allow the candidate to ask questions. Let the candidate know they will be able to ask questions at the end of the interview for example.



A cartoon illustration of a man in a green suit holding a large bouquet of flowers. He is looking down at a small figure of a person who is sitting on the floor. The man has a large nose and a wide smile.

INTERVIEW QUESTIONS


Which interview question would give you the most useful insight into how a candidate provides customer service?

1. Tell me about your customer service experience.
2. Tell me about the most difficult customer you have ever dealt with and tell me how you handled the situation.

INTERVIEW QUESTIONS

- Behavioral questions are open ended questions.
- It is okay if the candidate rambles at times, this can give you unexpected insight.
- Focus on how the applicant has handled real life experiences.
- Gets the applicant to describe actions taken.
- Panel should note the following:
 - Description of the situation or task
 - The action taken
 - The results or outcome

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INTERVIEW QUESTIONS

Take time and think about what you want to find out from your interview questions.

1. Behavioral interview questions = answers reflect actual experience and stories of past behaviors.
E.g., Tell me about a time when you have worked with a difficult coworker who was argumentative and how did you handle it?

INTERVIEW QUESTIONS

2. Situational interview questions = answers indicate how a candidate would respond to a new problem based on how they have handled similar situations in the past.
E.g., How would you handle a situation when a coworker is argumentative and difficult with you?

3. "Traditional" interview questions.
E.g., Do you believe you can get along well with difficult or challenging people and why do you think this?

SECOND INTERVIEWS

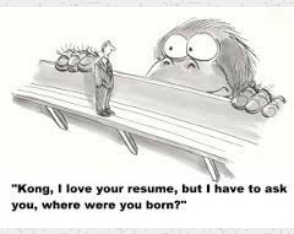

When might you consider doing second interviews?



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WHAT ARE PROHIBITED AREAS OF QUESTIONING?

Don't Ask



"Kong, I love your resume, but I have to ask you, where were you born?"

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ANSWER

Race, color, religion, sex, age over forty (40), national origin, ancestry, physical or mental disability, serious medical condition, pregnancy, childbirth, conditions related to pregnancy or childbirth, sexual orientation, gender identity, socioeconomic status, citizenship, ethnic origin, marital status, military leave, veteran status, genetic information, spousal affiliation, political affiliation, cultural or religious headdress, and any other status protected by law, except where there is a bona fide occupational qualification which justifies a differentiation, and shall be in compliance with equal employment laws, the Americans with Disabilities Act, Family and Medical Leave Act, and all other applicable federal and state laws.

Revised: 9/16/2024 34

CAN YOU ASK...

Q. What is your Age?



Revised: 9/16/2024 35

ANSWER

A. NO

What would be a relevant question instead?

Revised: 9/16/2024 36

 **HOW TO ASK** 

Ask:

If hired, can you provide proof that you are of legal age?



Revised: 9/16/2024 37

 **CAN YOU ASK...** 

Q. What is your Race or Ethnicity?



Revised: 9/16/2024 38

 **ANSWER** 

A. NO

What might be a relevant question instead?



Revised: 9/16/2024 39

 **HOW TO ASK** 

Ask:



Are you authorized to work in the United States.

Revised: 9/16/2024 40

 **CAN YOU ASK...** 

Q. What church do you go to? I need to know if you'll be able to work on Sundays?

Revised: 9/16/2024 41

 **ANSWER** 

A. NO

What might be a relevant question instead?


Revised: 9/16/2024 42

 **HOW TO ASK** 

If you need to know if they can work Sundays ask:



Are you available to work on the weekends if needed?

Revised: 9/16/2024 43

 **CAN YOU ASK...** 

Q. What groups or clubs are you involved in?



Revised: 9/16/2024 44

 **ANSWER** 

A. NO

What might be a relevant question instead?



Revised: 9/16/2024 45

 **HOW TO ASK** 

What professional or job related organizations have you been involved in or what offices have you held?



Simultaneously, tell the applicant they should not name organizations that may disclose race, religion, national origin or disability, or any protected status.

Revised: 9/16/2024 46


 **CAN YOU ASK...** 

Q. Are you capable of performing the essential functions of this position for example lifting 20 pounds with or without a reasonable accommodation?

Revised: 9/16/2024 47


 **ANSWER** 

A. YES



Revised: 9/16/2024 48

Does the Elephant have to climb the tree?




Revised: 9/16/2024 49



Revised: 9/16/2024 50

OTHER THINGS TO AVOID

- Interrupting
- Disagreeing
- Asking unrelated questions
- Talking too much
- Helping them answer



- **What other things should an interview panel avoid during an interview?**

Revised: 9/16/2024 51

TIPS ON TAKING INTERVIEW NOTES

Taking notes is the best way to recall what each candidate said so that your decision is based on solid information.

- Be thorough and summarize answers.
- Don't be afraid to ask follow up questions, or ask a candidate to clarify or repeat themselves .
- Do not take notes that could be construed as discriminatory, or document inappropriate answers.

Revised: 9/16/2024

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TIPS ON TAKING INTERVIEW NOTES

Provide some examples of notes that can be construed as discriminatory or inappropriate.



Revised: 9/16/2024

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RATING GUIDE - SAMPLE

- 5 = Much more than acceptable.
- 4 = More than acceptable.
- 3 = Acceptable
- 2 = Less than acceptable.
- 1 = Much less than acceptable.
- 0 – No evidence of knowledge.

- ★★★★★ Excellent
- ★★★★☆ Above Average
- ★★★☆☆ Average
- ★★★☆☆ Below Average
- ★★☆☆☆ Poor

Revised: 9/16/2024

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EMPLOYMENT REFERENCES


- The candidate may have provided you with a list of references, and you **should** contact them.
- Why do you think checking references is valuable?
The most effective means of predicting an applicant's future performance, is how they performed in the past.
Do You Agree? Or Disagree?



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EMPLOYMENT REFERENCES




- Employment references should ALWAYS include past employers, even if they are not listed as references.
- Past employers can provide a first hand information that you as a potential employer needs.
- Be prepared with a set of reference questions.
- Ask how long they have known the candidate, ask about work performance, ask if the employer would rehire them.
- May contact references via phone, by email or in person.



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EMPLOYMENT REFERENCES

What if you get an unfavorable reference?



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EMPLOYMENT REFERENCES

What if you get called to provide a reference?

Refer questions related to references to HR.

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EMPLOYMENT REFERENCES

What if you get called to provide a reference?

You should not provide negative references without having carefully consulted and vetted concerns with the Judicial Entity or HR.

Revised: 9/16/2024 59

EMPLOYMENT REFERENCES

What if you have all internal candidates? Would you still conduct reference checks?

Yes. It is recommended that you still conduct reference checks for internal candidates.

Revised: 9/16/2024 60

BACKGROUND CHECKS

How many of you conduct background checks before you make an offer?

For AOC, JID, Fiscal, CSD, COD, CEI, LSD, and Court of Appeals, AOC HRD searches Odyssey for information on the candidate.

Revised: 9/16/2024 61

BACKGROUND CHECKS

For AOC, JID, Fiscal, CSD, COD, CEI, LSD, and Court of Appeals, make sure you tell AOC-HRD if you are hiring an intern/volunteer so we can do the background check on them as well, and have them sign a waiver.

Revised: 9/16/2024 62

**AOC VOLUNTEER
(INCLUDING COMMUNITY SERVICE PARTICIPANT)
AGREEMENT FORM**

Volunteers who work for AOC, JID, Fiscal, CSD, COD, CEI, LSD, and Court of Appeals may not use or make entries into the Odyssey case management system.

Revised: 9/16/2024 63

BACKGROUND CHECKS
CRIMINAL OFFENDERS ACT

New Mexico passed legislation that prevents employers from asking job applicants about their criminal background on the initial application for employment.

This does not prevent employers from conducting background checks.

Revised: 9/16/2024 64

REVIEWING PERSONNEL FILES

For applicants who have been previously employed by a State agency:

- Contact the State Personnel Office or
- Contact the specific Agency
- They will ask for a copy of the release from the applicant

Revised: 9/16/2024 65

PRE-EMPLOYMENT TESTING
BEST PRACTICES

Is Employment Testing legal?

Yes, the test must be professionally developed and administered according to the intended use, and testing should only be on topics that are directly related to the job. Work with Human Resources in developing any tests and PRIOR to administering.

Revised: 9/16/2024 66

NEGOTIATING PAY & START DATE

- Starts with the Job Posting – should list the full pay range and a target pay rate.
- Ask the candidates what his or her salary expectations are during the interview.
- Where does the candidate's experience place them in the pay range?

Revised: 9/16/2024

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CONSIDERATIONS IN MAKING SALARY DECISIONS

Things to consider. . .

- Appropriate placement within salary range.
- Internal equity.
- Budgetary constraints & limitations.

Revised: 9/16/2024

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NMJBPR 3.03C PAY SYSTEM

The Admin Authority may hire at a pay rate up to 100% compa ratio of the pay range, without approval of the Director, based upon:

- Qualifications of the applicant.
- Internal comparability.
- Recruitment and retention issues.


Revised: 9/16/2024

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ANNUAL SALARY & COMPA RATIO CALCULATION 

- **Annual Salary: Hourly rate x 2080 hours (full-time employee)= Annual Salary**
- **Example: Judicial Specialist 2 - Hourly rate: \$18.824 x 2080 = \$39,153.92**
- **100% Compa-ratio: Salary paid to the employee expressed as a percentage of the midpoint value of the salary range.**

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ANNUAL SALARY AND COMPA RATIO CALCULATION 

How to Calculate 100% Compa-Ratio:

- **Hourly rate ÷ 100% Compa = Compa-Ratio**
- **Example: \$19.243 ÷ \$23.530 = 81.78%**
- ***Appropriate salary placement in the salary range should reflect the employees demonstrated job competency and performance relative to the assigned market value (100% Compa Ratio).**

For 100% Compa information see Job Classification and Pay Schedule.

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EMPLOYMENT OFFERS


- Specific to AOC, JID, CSD, COD, CEI, LSD, COA & SC: Employment offers can only be made with the approval of the AOC Director, Fiscal and the appropriate Division Director.
- Upon receipt of the completed Hiring Packet, the hire shall be reviewed by HR or the Admin Authority for appropriate:
 - Recruitment efforts (job posting, recruitment period)
 - Interview techniques (questions, notes)
 - Salary placement (available funding)

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EMPLOYMENT OFFER LETTER

The Employment Offer Letter should include the employee's:

- Job title, salary information, post of duty, to whom they report, positions and employee's status (e.g., perm position, term employee, etc.)
- FLSA Guidelines & the employee's FLSA Status (e.g., covered, not-covered, exempt)



EMPLOYMENT OFFER LETTER

The employee's work schedule, benefits, new employee orientation schedule, mandatory payroll contributions (e.g., PERA), etc.

[AOC HRD prepares offer letters for all AOC and Court of Appeals employees]



STATUS OF POSITION

Position Status: A full-time or part-time position that is also designated as permanent, term, at-will or temporary.

Who can tell me what a Permanent position is?

- A position authorized by the legislature.
- Does not have an end date.
- Defined by the legislator as a permanently funded position.

STATUS OF POSITION

Who can tell me what a Term position is?

- ❑ A position with a specific end date.
- ❑ Funded by special funds.
- ❑ Expires upon the termination of funding for the project or program or upon its completion.
- ❑ 14 days written notice required if lack of funding.
- ❑ Expiration of appointment due to termination of funding or termination of a specific project is not appealable to the Grievance Board.


STATUS OF EMPLOYEE

Status of employee: Probationary

- Probationary – a new employee must serve a one-year probationary period. Please use this time to carefully evaluate your employee prior to the end of the probationary period.
- Probationary Employees do not have the right of appeal to the Grievance Board.

STATUS OF EMPLOYEE

Reminder:
Prepare a
Performance Plan
within 90 business
days of hire




INTERVIEWING TIPS
HOW TO GET THE JOB YOU WANT



18 Interview Tips

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JOB INTERVIEW TIPS



1. **Be on Time:** Visit the location the day before and know where you are going.
2. **Cell Phone:** Turn OFF
3. **Bring extra copies of your resume.**
4. **Bring a notepad and take notes when appropriate.**
5. **Dress appropriately for the workplace and position.**

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JOB INTERVIEW TIPS



6. **Be careful what's on your Facebook or Instagram, X (formerly Twitter), etc. Hiring managers may view this information.**
7. **Don't make jokes & don't babble.**
8. **Don't badmouth a previous boss or employer.**
9. **Don't flirt with the interviewer.**
10. **Don't play with your face or hair.**
11. **Less is more. Sometimes certain details of your personal life are better left unsaid.**


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JOB INTERVIEW TIPS



- 12. Have good eye contact.
- 13. Have goals. Plan ahead what you want to say and practice.
- 14. Think about your accomplishments: Be ready to discuss with the interview panel.
- 15. Have passion. Express why you want the job.
- 16. Ask questions about the job. But, not too many.
- 17. Send a thank you note.
- 18. Do not make the interview "all" about the salary and benefits. Do not be the first to raise the topic. Usually reserved by panel for end of interview.

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Please open your Workbook and answer the Small Group Progress Questions; and have fun with the Mock Interview activity.

SECTION IV QUESTIONS 1-18

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Thank you!



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HANDOUTS

MODULE 4

- How to Apply Handout
 - Interview Questions – DOs and DON'Ts
 - Article – The Employment Authorization Question
- Article – When Can you Ask a Worker About Citizenship Status?
 - Complete List of Behavioral Interview Questions
- New Mexico Judicial Branch (NMJB) Personnel Rules Section 4. Recruitment, Selection and Appointment
(Revised July 17, 2023)
 - NMJB General Personnel Policy and Procedures
Interview Policy
Effective February 2007 (Revised November 12, 2010)
- NMJB Job Classification & Pay Schedule (Revised July 25, 2024)
- AOC HRD Recruitment & Selection Instructions & Tracking Sheet
 - AOC HRD Application/Resume Checklist
 - AOC HRD Employee Hire Checklist
 - AOC Hiring Documentation & Placement Memo
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- Article - People, Productivity, and Performance: The Foundations of Profitability – Wiley InterScience
- Article – New Mexico Adopts Ban-the Box, Expungement Laws – Jackson Lewis P.C.
- Article – Is Employment Testing Legal? – Hire Success, LLC
 - Job Applicant – Interview DOs and DON'Ts

Welcome to the New Mexico Judicial Branch Job Opportunities Website!

HOW TO APPLY

Applicants applying for employment with the New Mexico Judicial Branch Courts are required to submit a completed NM Judicial Branch Employment Application or submit a resume and a completed a Resume Supplemental Form.

Each vacancy announcement contains specific instructions on how and where to apply for the position. Follow the instructions of how and where to apply as noted in the vacancy announcement.

Proof of education is required as specified in the vacancy announcement. Follow the instructions for other items requested as noted in the vacancy announcement.

All applications must be received by 5:00 p.m. on the closing date unless otherwise noted in the vacancy announcement.

A variety of opportunities are available in the New Mexico Judicial Branch. View postings and apply for jobs with the following courts and judicial entities:

- Supreme Court of New Mexico
- New Mexico Court of Appeals
- New Mexico District Courts
- Bernalillo County Metropolitan Court
- New Mexico Magistrate Courts
- New Mexico Compilation Commission
- Supreme Court of New Mexico Building Commission
- New Mexico Judicial Standards Commission
- New Mexico State Law Library

Should you feel you need special accommodations due to a qualifying disability please see the vacancy announcements source of contact.

The New Mexico Judicial Branch is an **Equal Opportunity Employer**. The New Mexico Judicial Branch provides equal employment opportunity at all times and does not discriminate in violation of applicable law.

For listings of all job descriptions and salary tables click [here](#).

For an overview of benefits click [here](#).

Interview Questions Do's & Don'ts

It is recommended that a list of questions be developed prior to scheduling any interviews and that all applicants for the same position be asked the same questions (i.e., judged by the same standard). This method reduces institutional and individual liability, provided the questions are legal. An EO&D representative may be called to participate in or assist in any faculty search and/or recruitment process as a consultant and/or to monitor compliance.

Name

Appropriate: "Is there any other name used for work or school that we should know in order to check on your work and education record? If yes, please provide a list." This is best asked at point of serious consideration.

Inappropriate: Inquiries about the name that would indicate applicant's lineage, ancestry, national origin or descent. Inquiries into previous name of applicant where it has been changed by court order, marriage, or otherwise.

Marital and Family Status

Appropriate: Whether applicant can meet specified work schedules is the only acceptable inquiry.

Inappropriate: Any inquiries indicating whether an applicant is married, single, divorced, engaged, dating, etc.

Age

Appropriate: Only applies in relation to hiring a minor. Not relevant at UT Houston.

You can ask:

- When the applicant graduated from high school.
- For dates of employment in each job held.
- Young people for proof that they are over the minimum age required for working papers.
- Applicant if they are under 18.

Inappropriate: Requirement that applicant produce proof of age in the form of birth certificate or baptismal record.

You cannot ask:

- For date of birth.
- Applicant their age.
- Use terms such as boy, girl, young or designate a preference for a specific age group (if it excludes persons over 40 years of age) when advertising job opportunities.

Citizenship

Appropriate: Statement that if hired, applicant may be required to submit proof of citizenship is acceptable, only if previously required in the position description and if approved through Human Resources or EO/AA office. Upon hire, all students, staff and faculty will be required to provide proof of eligibility to work in U.S., as required by the INS.

Inappropriate: “Of what country are you a citizen?” Whether applicant or his/her parents or spouse are naturalized or native born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his naturalization papers. Naturalization plans.

Disabilities

Appropriate: If applicant indicates that he/she is reasonably able to perform the essential functions of the job and is qualified, there should be no inquiry regarding disabilities.

Inappropriate: General inquiries (i.e., “Do you have any disabilities?”), which would tend to divulge disabilities or health conditions.

If applicant indicates he/she requires an accommodation to perform job duties and may be otherwise qualified, ask what accommodation is necessary and inform him/her that the request will be taken into consideration. Immediately after the interview, notify the Office of Equal Opportunity and Diversity.

Ancestry or National Origin

Appropriate: Languages applicant reads, speaks or writes fluently, if job related only. Must be included in position description if required.

You can ask:

- What languages do you speak fluently?
- Do you have the legal right to work in the United States and for what period of time? (You may ask for proof of this).
- Name and address of the person to be notified in case of emergency (You may ask after job offer).

Inappropriate: Inquiries into Applicant’s lineage, ancestry, national origin, descent, birthplace, or mother Tongue. National origin of applicant’s parents or spouse.

You cannot ask:

- What country are you a citizen of?
- Are you a naturalized or a native born citizen?
- The applicant to produce their naturalization papers.
- About the applicant’s lineage, ancestry, national origin, descent parentage or nationality.
- What language the applicant commonly uses.
- The name of any relative, such as parents, spouse, or minor children.

Education

Appropriate: Applicant's academic credentials, vocational, or professional education. School attended. Inquiry into language skills such as reading, speaking, and writing foreign Languages, if job related only.

Inappropriate: Inquiry concerning racial or religious affiliation of a school. How foreign language ability was acquired is not permissible.

Experience

Appropriate: Applicant's work experience.

Conviction, Arrest and Court Record

Appropriate: Inquiry into actual convictions. Note: If conviction record is declared, this is not automatically a reason for rejecting the applicant. This should be discussed with the EO/AA Officer.

Inappropriate: Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not a bona fide qualification.

Relatives

Appropriate: Where required by Regents Rules, names of applicant's relatives already employed by UT Houston or the UT System.

Inappropriate: Name or address of any relative of adult applicant.

Sex

Appropriate: No inquiry is acceptable at UT Houston.

You cannot ask:

- Do you have children? If so, how old are they?
- Are you married, single, widowed, divorced?
- What does your spouse do for a living?
- Who lives in your household?

Inappropriate Sex of the applicant. Any other inquiry that would indicate sex. Sex is not a bona fide occupational qualification at UT Houston.

You cannot ask: *All Female applicants:*

- About their thoughts on career vs. marriage.
- About their husband's job or career plans.
- What was your maiden name?
- If they can type, unless typing is a requirement of the job.
- What kind of childcare arrangements do you have?
- Are you planning to have a family?
- What kind of birth control methods do you use?

Race or Color

Appropriate: No inquiry is acceptable at UT Houston

Inappropriate: Applicant's race, color of applicant's skin, eyes, hair, etc., or other questions directly or indirectly indicating race or color. Applicant's height or weight.

Address or Duration of Residence

Appropriate: Applicant's address, if required for clarification purposes.

Inappropriate: Specific inquiry into foreign addresses which would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.

Birthplace

Appropriate: Upon hire can you submit proof that you are legally eligible to work in U.S.?

Inappropriate: Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certification, naturalization or baptismal record before employment. Any other inquiry to indicate or identify nationality or customs.

Military

Appropriate: Type of education and experience in service as it relates to a particular job.

Inappropriate: Type of discharge. Any political discussion on military intervention.

Photograph

Appropriate: May only be required after hiring for identification purposes.

Inappropriate: Request photograph before hiring. Requirement that applicant affix a photograph to her/his application.

Notice in Case of Emergency

Appropriate: Names of persons to be notified in case of accident or emergency. May be asked only after hire.

Credit Rating

Appropriate: No questions are appropriate.

Inappropriate: Any questions concerning credit rating, charge accounts, etc.

References

Appropriate: : “By whom were you referred for a position here?” Names of persons willing to provide professional and/or character references for applicant.

Inappropriate Require the submission of a religious reference. Request reference from applicant’s pastor.

Organizations and Religion

Appropriate: Inquiry into professional, or job-related organizations of which an applicant is a member, providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. What offices are held, if any? Simultaneously mention that the applicant should not name any organizations that may disclose race, religion, national origin or disability if this question is asked.

You can ask:

- What days or hours would you be unable or unwilling to work?

Inappropriate: The names of organizations to which the applicant belongs, if such information would indicate through character or name, the race, religion, color, or ancestry of the membership should not be asked.

You cannot ask:

- What is your religion?
- Are you able to work on Saturdays and/or Sundays because employers are inquired to make “reasonable accommodation” for an employee’s religious observance or practice so long as it does not cause “undue hardship” on the conduct of the employer’s to make it almost impossible to claim.
- What church do you attend?
- Do you believe in prayer in school?

Miscellaneous

Appropriate: Notice to applicants that any misstatement or omissions of acts in the application may be cause for dismissal.

Questions You May Ask:

Questions related to past jobs:

- What was your boss's title and what was your boss's function?
- Tell me about the people you hired in your last job. How long did they stay with you, and how did they work out?
- What is the most important accomplishment, achievement or innovation you brought to your present (past) job?
- Exactly what were you responsible for in your old job?
- Describe a typical day on the job?
- Did you ever initiate any changes in the way the work was performed?
- What kind of problems did you encounter on your job? How did you solve these problems?
- What did you like most about your job?
- What did you like least about your job?
- Was your work ever criticized? If so, in what way? Did you improve?
- What was your reason for leaving?
- What kind of a company was () to work for?
- If you could change anything you wanted to about that company, what would it be?
- Of all of your previous jobs, which one did you like the best? The least?

Questions related to motivation:

- Why did you select this type of work?
- What do you want to be doing three years from now?
- What do you want to be doing ten years from now?
- What do you want to be earning two years from now?
- What do you hope to gain from an organization like ours?

Questions related to stability:

- I notice that you are/were working for (). Why did you decide to work there?
- What was your original career objective?
- How have your original career plans changed over the years?

Questions related to resourcefulness:

- When you ran into a problem you couldn't solve, whom did you go to?
- How did you change the scope of your previous job?
- What was the most difficult work problem you have ever encountered and how did you solve it?

Ability to work under direction of others:

- How well do you think your supervisor does his/her job?
- What did your supervisor compliment you for? What did he/she criticize you for?
- How much of your work was done on your own? As a part of a team?
- Which aspect did you enjoy more and why?
- How would you supervise people if you were the supervisor?

Personal beliefs and self-evaluation:

- What do you feel are your outstanding qualities?
- What are your two weakest points as an employee?
- If you had a problem or a complaint on your previous job, how did you handle it?
- Do you think that by handling it in this way that it was successfully resolved?
- Why did you like or dislike this process?

Special questions:

- Did you get annual wage increases? How much? Did you know ahead of time how much they would be?
- What kind of job security did you have? Did people ever get unjustly fired? If so, what could they do about it?
- What method was used to determine the pay rate for a job?
- Were your benefits “spelled out” in writing? How?

Aptitude and Cognition:

- How did you go about making an important decision?
- What are some of the things your company might have done to be more successful?
- Why do you think we should hire you?
- Where do you think the power lies in your company?
- What characteristics might differentiate you from other candidates?

INTERVIEW QUESTIONS: The dos and don'ts

SUBJECT	DO NOT ASK	YOU CAN ASK
Age	What is your date of birth? What is your age? When did you graduate from high school?	If hired, can you provide proof that you are of legal age? Are you at least 18 years of age? (justification: no child labor wanted, and minimum qualification for some positions)
Birthplace	Where were you born? Where were your parents born?	Will you be able to provide proof of your employment eligibility upon being hired?
Residence	Do you own or rent your residence? How long have you resided at that address? What was your former address and how long did you reside there?	What is your present address?
Race/Color	What is your race? Are you a U.S. citizen? How did you learn to speak a foreign language? Are you a native speaker of English?	Are you authorized to work in the United States? (Justification: no use in considering the person further if they will not be able to complete the I-9 process) Can you speak or write a foreign language? (Justification: job-related need for certain language skills) Do you have good English communication skills? (Justification: job-related need for clear communication with customers, coworkers, vendors, regulators, and others who speak English)
Religion	What is your religious affiliation or denomination? What church do you belong to? What is the name of your pastor, minister, or rabbi? What religious holidays do you observe?	None. If you need to know if the applicant is available to work a Saturday or Sunday shift, ask: "Are you available to work on Saturdays or Sundays, if needed?" Make sure you ask this of all applicants.
Gender	Are you male or female? Do not make any other inquiries that would reveal sex.	Have you ever worked under a name different from that, which appears on this application? (justification: all names needed for thorough background check)
Photographs	Submit a photograph with your application form or after the interview.	A photograph may be required only after hire for identification or other ID purpose.

SUBJECT	DO NOT ASK	YOU CAN ASK
Education	Are you a high school graduate? (Unless it is a bona fide occupational qualification. Asking whether an applicant has a high school diploma may be illegal.)	List you academic, vocational, or professional education and all schools you have attended.
Citizenship	Any questions pertaining to the citizenship of an applicant or the applicant's family members. Any questions that would disclose country	None unless U.S. citizenship constitutes a bona fide occupational qualification.
National Origin/Ancestry	What is your lineage, ancestry, national origin, descent, parentage, or nationality? What is your native language? What is the nationality of your parents and spouse?	What language do you read, speak, or write fluently? (Note: This may only be asked if another language is necessary to perform the job).
Height and Weight	What is your height and weight?	None, unless height and weight constitute a bona fide occupational qualification.
Arrests and Convictions	Have your ever been arrested? Have you ever been charged with any crime?	Have you been convicted of any crime? (If the application form asks for information on convictions, the employer should indicate that a conviction itself does not constitute an automatic bar to employment, and that the seriousness of the crime and date of conviction will be considered).
Marital of Family Status	What is your marital status? What is your spouse's name? What was your maiden name? How many children do you have? Are you pregnant? Do you plan to have children? What day-care provisions have you made for your children?	Can you be at work during the regular schedule? (Justification: employer needs to know if applicant can work the basic schedule). Can you work overtime with little notice? Can you work evenings and weekends? An employer may ask all applicants, male and female, alike, if they have any commitments or responsibilities that might prevent them from meeting attendance requirements. You can also ask, when we do reference and background checks, are there any other names we should look for?

SUBJECT	DO NOT ASK	YOU CAN ASK
Military Record	What type of military discharge did you receive? Were you ever disciplined while in the service?	Are you a veteran of the Armed Forces? (Note: This question only should be asked if it has relevance to a particular job opening and an applicant's veteran status is relevant to the job.)
Organizations	List all social organizations, clubs, societies, and lodges to which you belong.	List any professional, trade, or service organizations in which you are a member.
References	What is the name of your pastor, minister, or rabbi?	Who referred you for a position here? List the names of persons willing to provide professional or character references for you.
Disabilities	Are you disabled? Have you ever filed a workers' compensation claim? Have you ever been hospitalized? Have you ever sought mental counseling?	Are you capable of performing the essential functions of the job-with or without reasonable accommodations? Please describe any accommodations needed.
Financial Status	Do you own a home/car? Have you ever filed bankruptcy? Are you subject to garnishments or child enforcement orders?	Will you allow us to do a credit check?

***Note: Questions relating to marital status, children, and similar issues which potentially could be used in a discriminatory manner, but may be necessary information for insurance or other reporting requirements, may be obtained only after an employee has been hired. Other questions, such as race, may be asked by having the applicant anonymously fill out an optional "tear-off" sheet that would be separated from the employment application and not used in the selection or hiring decision.**

The Employment Authorization Question: Ask, But Ask Carefully

POSTED BY ANITA M. SORENSEN ON 12 MARCH 2012 POSTED IN IMMIGRATION, NATIONALITY & CONSULAR LAW

The [Department of Homeland Security's Immigration and Customs Enforcement \(ICE\)](#) (<http://www.ice.gov/worksite/>) continues to use worksite enforcement (such as I-9 inspections) as a tool to curb illegal immigration. Recognizing the importance of maintaining a legal workforce, most employers focus on the issue early by asking job applicants about work authorization. Asking this question on the employment application, rather than during an interview, ensures that the question is asked of each applicant in the same way. It also is important to ask the question using the proper language and focus. Otherwise, the question may lead to discrimination charges and investigations by the [Department of Justice's Office of Special Counsel \(OSC\)](#) or [EEOC](#).

The question must focus on the job applicant's ability to work legally in the United States. The question should not ask about the applicant's immigration status or citizenship.

Therefore, an employer may ask:

Are you authorized to work lawfully in the United States for [insert company name]?

Yes No

An employer should **not** ask questions such as "Are you a U.S. citizen or do you have a visa that allows you to work?" For most purposes, if the person is authorized to work for the employer, it does not matter whether the source of the work authorization is American citizenship, permanent residence in the United States, or temporary employment authorization that is independent of the employer. The point is that the job applicant states he or she is authorized to work legally in the United States for the company where the applicant is seeking a position.

Employers also should not ask on the job application or during a job interview for "proof" of work authorization such as, "Are you authorized to work lawfully in the United States (proof required)?" Evidence of work authorization is not required until after there is an accepted job offer. Indeed, the evidence is presented at the start of employment when the employer and new hire complete the Form I-9, Employment Eligibility Verification. If the employer requests evidence before an accepted job offer, the OSC may assert that the employer is prescreening job applicants based upon citizenship or immigration status. The OSC also has commented that questions referencing "proof" discourage qualified individuals from applying. According to the OSC, job applicants may not understand what proof is required until they review the Form I-9 instructions and I-9 List of Acceptable Documents. Even when the question on the job application makes clear that proof is not required until employment begins, the OSC has objected. See [OSC Technical Assistance Letter \(Dec. 22, 2010\)](#) (stating that the question "Can you, after employment, submit proof of your legal right to work in the United States?" may discourage qualified applicants because they do not understand that "proof" means documents on the I-9 List of Acceptable Documents). If the employer wishes to state that evidence of work

authorization will be required when employment starts, it is best to reference the I-9 Form and not the term the OSC finds confusing (“proof”). For example, the employer may state as follows on its job application:

*Are you authorized to work lawfully in the United States for _____ company?
_____ Yes _____ No*

When Can You Ask a Worker About Citizenship Status?

By [QuickBooks](#)

3 min read

You’ve got a job opening at your company, and you’ve just had a phone call to set up an interview with a candidate who seems perfect for the job. The only issue is that she speaks with an accent, and all her previous jobs were located in foreign countries.

Is it okay to ask her if she has a [work visa](#)? Should you find out whether she’s authorized to work in the U.S. before you offer her the job? If so, how would you go about obtaining that information?

Here’s what you need to know.

When You Can Ask

The [Immigration Reform and Control Act](#) requires all employees to provide proof to employers that they can legally work in the U.S. Employers are required to verify the eligibility status of all employees, even those they know are U.S. citizens. It is against the law to knowingly hire someone who is not authorized to work in the United States.

Even so, the [Immigration Reform and Control Act](#) generally forbids you from asking a person to prove his or her citizenship during a job interview or at any time **before** you offer employment. Verifying a person’s eligibility is something you do only **after** you’ve hired the candidate. You can, however, inform the candidate that you plan on verifying the employment status of any potential new hire. In fact, the [Equal Employment Opportunity Commission](#) recommends adding the following statement to your employment applications to ensure compliance:

“In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification document form upon hire.”

How You Should Ask

The primary way of asking about citizenship status is to have the employee fill out IRS [Form I-9](#), “Employment Eligibility Verification,” no later than his or her first day of work for pay.

The I-9 has three sections. The employee completes the first section, and the employer completes the other two no later than the third business day since your new hire's first day of working for pay.

The worker must also present documents to you that prove his or her identity and employment authorization. There are three lists of documents: List A, List B and List C. Generally, employees have to present any one item from List A; alternatively, they can present a combination of one item from List B and one item from List C. These lists can be found by clicking [here](#).

Complete List of Behavioral Interview Questions

Interviewing

by [Alex Rudloff](#) on May 21st, 2007

Behavioral Interviewing, a style of [interviewing](#) that is increasing in popularity due to its effectiveness, can be an intimidating activity. We have assembled an exhaustive list of sample behavioral interview questions. This guide is intended to help job seekers and interviewers alike in their preparation for their upcoming interview.

Check out our guide on [how to answer behavioral interview questions](#), and then use this list as a "study guide" of sorts to make sure you are as prepared as possible!

Complete List of Behavioral Interview Questions

Adaptability

Describe a major change that occurred in a job that you held. How did you adapt to this change? Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it? Tell us about a time that you had to adapt to a difficult situation. What do you do when priorities change quickly? Give one example of when this happened.

Ambition

Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome? Describe a time when you made a suggestion to improve the work in your organization. Give an example of an important goal that you set in the past. Tell about your success in reaching it. Give two examples of things you've done in previous jobs that demonstrate your willingness to work hard. How many hours a day do you put into your work? What were your study patterns at school? Tell us about a time when you had to go above and beyond the call of duty in order to get a job done. Tell us about a time when a job had to be completed and you were able to focus your attention and efforts to get it done. Tell us about a time when you were particularly effective on prioritizing tasks and completing a project on schedule. Tell us about the last time that you undertook a project that demanded a lot of initiative. Tell us how you keep your job knowledge current with the on going changes in the industry. There are times when we work without close supervision or support to get the job done. Tell us about a time when you found yourself in such a situation and how things turned out. What impact did you have in your last job?

What is the most competitive work situation you have experienced? How did you handle it?
What was the result?
What is the riskiest decision you have made? What was the situation? What happened?
What kinds of challenges did you face on your last job? Give an example of how you handled them.
What projects have you started on your own recently? What prompted you to get started?
What sorts of things have you done to become better qualified for your career?
What was the best idea that you came up with in your career? How did you apply it?
When you disagree with your manager, what do you do? Give an example.
When you have a lot of work to do, how do you get it all done? Give an example?

Analytical Thinking

Describe the project or situation which best demonstrates your analytical abilities. What was your role?
Developing and using a detailed procedure is often very important in a job. Tell about a time when you needed to develop and use a detailed procedure to successfully complete a project. Give a specific example of a time when you used good judgment and logic in solving a problem. Give me a specific example of a time when you used good judgment and logic in solving a problem.
Give me an example of when you took a risk to achieve a goal. What was the outcome? How did you go about making the changes (step by step)? Answer in depth or detail such as "What were you thinking at that point?" or "Tell me more about meeting with that person", or "Lead me through your decision process".
Relate a specific instance when you found it necessary to be precise in your in order to complete the job.
Tell us about a job or setting where great precision to detail was required to complete a task. How did you handle that situation?
Tell us about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?
Tell us about your experience in past jobs that required you to be especially alert to details while doing the task involved.

Building Relationships

Give a specific example of a time when you had to address an angry customer. What was the problem and what was the outcome? How would you assess your role in diffusing the situation? It is very important to build good relationships at work but sometimes it doesn't always work. If you can, tell about a time when you were not able to build a successful relationship with a difficult person.
Tell us about a time when you built rapport quickly with someone under difficult conditions. What, in your opinion, are the key ingredients in guiding and maintaining successful business relationships? Give examples of how you made these work for you.

Business Systems Thinking

Describe how your position contributes to your organization's/unit's goals. What are the unit's goals/mission?
Tell us about a politically complex work situation in which you worked.

Caution

Have you ever worked in a situation where the rules and guidelines were not clear? Tell me about it. How did you feel about it? How did you react?

Some people consider themselves to be "big picture people" and others are "detail oriented". Which are you? Give an example of a time when you displayed this.

Tell us me about a situation when it was important for you to pay attention to details. How did you handle it?

Tell us me about a time when you demonstrated too much initiative?

Communication

Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their individual needs or values.

Describe a situation when you were able to strengthen a relationship by communicating effectively. What made your communication effective?

Describe a situation where you felt you had not communicated well. How did you correct the situation?

Describe a time when you were able to effectively communicate a difficult or unpleasant idea to a superior.

Describe the most significant written document, report or presentation which you had to complete.

Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you , or vice versa.

Give me an example of a time when you were able to successfully communicate with another person, even when that individual may not have personally liked you.

Have you ever had to "sell" an idea to your co-workers or group? How did you do it? Did they "buy" it?

Have you had to "sell" an idea to your co-workers, classmates or group? How did you do it? Did they "buy" it?

How do you keep subordinates informed about information that affects their jobs?

How do you keep your manager informed about what is being done in your work area?

How do you go about explaining a complex technical problem to a person who does not understand technical jargon? What approach do you take in communicating with people?

What kinds of communication situations cause you difficulty? Give an example.

Tell us about a recent successful experience in making a speech or presentation. How did you prepare? What obstacles did you face? How did you handle them?

Tell us about a time when you and your current/previous supervisor disagreed but you still found a way to get your point across.

Tell us about a time when you had to present complex information. How did you ensure that the other person understood?

Tell us about a time when you had to use your verbal communication skills in order to get a point across that was important to you.

Tell us about a time when you were particularly effective in a talk you gave or a seminar you taught.

Tell us about an experience in which you had to speak up in order to be sure that other people knew what you thought or felt.

Tell us me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you.

Tell us me about a time in which you had to use your written communication skills in order to get an important point across.

What challenges have occurred while you were coordinating work with other units, departments, and/or divisions?

What have you done to improve your verbal communication skills?

How have you persuaded people through a document you prepared?

What are the most challenging documents you have done? What kinds of proposals have your written?

What kinds of writing have you done? How do you prepare written communications?

Conflict Resolution

Describe a time when you took personal accountability for a conflict and initiated contact with the individual(s) involved to explain your actions.

Customer Orientation

How do you handle problems with customers? Give an example.

How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.

What have you done to improve relations with your customers?

Decision Making

Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?

Everyone has made some poor decisions or has done something that just did not turn out right. Has this happened to you? What happened?

Give an example of a time in which you had to be relatively quick in coming to a decision.

Give an example of a time in which you had to keep from speaking or not finish a task because you did not have enough information to come to a good decision. Give an example of a time when there was a decision to be made and procedures were not in place?

Give an example of a time when you had to be relatively quick in coming to a decision.

Give me an example of a time when you had to keep from speaking or making a decision because you did not have enough information.

How did you go about deciding what strategy to employ when dealing with a difficult customer?

How do you go about developing I information to make a decision? Give an example.

How do you involve your manager and/or others when you make a decision?

How have you gone about making important decisions?

How quickly do you make decisions? Give an example.

In a current job task, what steps do you go through to ensure your decisions are correct/effective?

Tell us about a time when you had to defend a decision you made even though other important people were opposed to your decision.

What kind of decisions do you make rapidly? What kind takes more time? Give examples.

What kinds of problems have you had coordinating technical projects? How did you solve them?

What was your most difficult decision in the last 6 months? What made it difficult?

When you have to make a highly technical decision, how do you go about doing it?

Delegation

Do you consider yourself a macro or micro manager? How do you delegate?

How do you make the decision to delegate work?

Tell us how you go about delegating work?

What was the biggest mistake you have had when delegating work? The biggest success?

Detail-Oriented

Describe a situation where you had the option to leave the details to others or you could take care of them yourself.

Do you prefer to work with the "big picture" or the "details" of a situation? Give me an example of an experience that illustrates your preference.

Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.

Tell us about a difficult experience you had in working with details.

Tell us about a situation where attention to detail was either important or unimportant in accomplishing an assigned task.

Employee Development

Tell us about a training program that you have developed or enhanced.

Evaluating Alternatives

Have you ever had a situation where you had a number of alternatives to choose from? How did you go about choosing one?

How did you assemble the information?

How did you review the information? What process did you follow to reach a conclusion?

What alternatives did you develop?

What are some of the major decisions you have made over the past (6, 12, 18) months?

What kinds of decisions are most difficult for you? Describe one?

Who made the decision?

Flexibility

Have you ever had a subordinate whose performance was consistently marginal? What did you do?

How have you adjusted your style when it was not meeting the objectives and/or people were not responding correctly?

What do you do when you are faced with an obstacle to an important project? Give an example.

When you have difficulty persuading someone to your point of view, what do you do? Give an example.

Follow-up and Control

How did you keep track of delegated assignments?

How do you evaluate the productivity/effectiveness of your subordinates?

How do you get data for performance reviews?

How do you keep track of what your subordinates are doing?

What administrative paperwork do you have? Is it useful? Why/why not?

Initiative

Give me an example of when you had to go above and beyond the call of duty in order to get a job done.

Give me examples of projects/tasks you started on your own.

Give some instances in which you anticipated problems and were able to influence a new direction.

How did you get work assignments at your most recent employer?

What changes did you develop at your most recent employer?

What kinds of things really get you excited?

What sorts of projects did you generate that required you to go beyond your job description?

What sorts of things did you do at school that were beyond expectations?

Interpersonal Skills

Describe a recent unpopular decision you made and what the result was.

Describe a recent unpopular decision you made and what the result was.

Describe a situation in which you were able to effectively "read" another person and guide your actions by your understanding of their needs and values.

Tell us about the most difficult or frustrating individual that you've ever had to work with, and how you managed to work with them.

What have you done in past situations to contribute toward a teamwork environment?

What have you done in the past to contribute toward a teamwork environment?

Innovation

Can you think of a situation where innovation was required at work? What did you do in this situation?

Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?

Describe a time when you came up with a creative solution/idea/project/report to a problem in your past work.

Describe something that you have implemented at work. What were the steps used to implement this?

Describe the most creative work-related project which you have carried out.

Give me an example of when you took a risk to achieve a goal. What was the outcome?

Sometimes it is essential that we break out of the routine, standardized way of doing things in order to complete the task. Give an example of when you were able to successfully develop such a new approach.

Tell us about a problem that you solved in a unique or unusual way. What was the outcome?

Were you satisfied with it?

Tell us about a suggestion you made to improve the way job processes/operations worked. What was the result?

There are many jobs in which well-established methods are typically followed. Give a specific example of a time when you tried some other method to do the job.

There are many jobs that require creative or innovative thinking. Give an example of when you had such a job and how you handled it.

What have been some of your most creative ideas?

What innovative procedures have you developed? How did you develop them? Who was involved? Where did the ideas come from?

What new or unusual ideas have you developed on your job? How did you develop them? What was the result? Did you implement them?

When was the last time that you thought "outside of the box" and how did you do it?

Integrity

Describe a time when you were asked to keep information confidential.

Give examples of how you have acted with integrity in your job/work relationship.

If you can, tell about a time when your trustworthiness was challenged. How did you react/respond?

On occasion we are confronted by dishonesty in the workplace. Tell about such an occurrence and how you handled it.

Tell us about a specific time when you had to handle a tough problem which challenged fairness or ethical issues.

Trust requires personal accountability. Can you tell about a time when you chose to trust someone? What was the outcome?

Introducing Change

Have you ever had to introduce a policy change to your work group? How did you do it?

Have you ever met resistance when implementing a new idea or policy to a work group? How did you deal with it? What happened?

When is the last time you had to introduce a new idea or procedure to people on this job? How did you do it?

Leadership

Give an example of a time in which you felt you were able to build motivation in your co-workers or subordinates at work.

Give an example of your ability to build motivation in your co-workers, classmates, and even if on a volunteer committee.

Have you ever had difficulty getting others to accept your ideas? What was your approach? Did it work?

Have you ever been a member of a group where two of the members did not work well together?

What did you do to get them to do so?

What is the toughest group that you have had to get cooperation from?

What is the toughest group that you have had to get cooperation from? Describe how you handled it. What was the outcome?

Listening

Give an example of a time when you made a mistake because you did not listen well to what someone had to say.

How often do you have to rely on information you have gathered from others when talking to them? What kinds of problems have you had? What happened?

What do you do to show people that you are listening to them?

When is listening important on your job? When is listening difficult?

Motivating Others

Have you ever had a subordinate whose work was always marginal? How did you deal with that person? What happened?

How do you deal with people whose work exceeds your expectations?

How do you get subordinates to produce at a high level? Give an example.

How do you get subordinates to work at their peak potential? Give an example.

How do you manage cross-functional teams?

Motivation

Describe a situation when you were able to have a positive influence on the actions of others.

Give an example of a time when you went above and beyond the call of duty.

Give me an example of a time when you went above and beyond the call of duty.

How would you define "success" for someone in your chosen career?

Tell us me about an important goal that you set in the past. Were you successful? Why?

Negotiating

Describe the most challenging negotiation in which you were involved. What did you do? What were the results for you? What were the results for the other party?

Have you ever been in a situation where you had to bargain with someone? How did you feel about this? What did you do? Give an example.

How did you prepare for it?

How did you present your position?

How did you resolve it?

Tell us about the last time you had to negotiate with someone.

What was the most difficult part?

Organizational

Describe a time when you had to make a difficult choice between your personal and professional life.

Give me an example of a project that best describes your organizational skills.

How do you decide what gets top priority when scheduling your time?

What do you do when your schedule is suddenly interrupted? Give an example.

Performance Management

Give an example of a time when you helped a staff member accept change and make the necessary adjustments to move forward. What were the change/transition skills that you used.

Give an example of how you have been successful at empowering either a person or a group of people into accomplishing a task.

How do you handle a subordinate whose work is not up to expectations?

How do you coach a subordinate to develop a new skill?

How do you handle performance reviews? Tell me about a difficult one.

How often do you discuss a subordinate's performance with him/her? Give an example.

Tell us about a specific development plan that you created and carried out with one or more of your employees. What was the specific situation? What were the components of the development plan? What was the outcome?

Tell us about a time when you had to take disciplinary action with someone you supervised.
Tell us about a time when you had to tell a staff member that you were dissatisfied with his or her work.

Tell us about a time when you had to use your authority to get something done. Were there any negative consequences?

There are times when people need extra help. Give an example of when you were able to provide that support to a person with whom you worked.

What have you done to develop the skills of your staff?

When do you give positive feedback to people? Tell me about the last time you did. Give an example of how you handle the need for constructive criticism with a subordinate or peer.

Personal Effectiveness

Give an example of a situation where others were intense but you were able to maintain your composure.

It is important to maintain a positive attitude at work when you have other things on your mind. Give a specific example of when you were able to do that.

Keeping others informed of your progress/actions helps them feel comfortable. Tell your methods for keeping your supervisor advised of the status on projects.

Tell us about a recent job or experience that you would describe as a real learning experience?

What did you learn from the job or experience?

Tell us about a time when you took responsibility for an error and were held personally accountable.

Tell us about a time when your supervisor criticized your work. How did you respond?

Tell us about some demanding situations in which you managed to remain calm and composed.

There are times when we are placed under extreme pressure on the job. Tell about a time when you were under such pressure and how you handled it.

What have you done to further your own professional development in the past 5 years.

When you have been made aware of, or have discovered for yourself, a problem in your work performance, what was your course of action? Can you give an example?

Persuasion

Describe a situation in which you were able to positively influence the actions of others in a desired direction.

Describe a situation where you were able to use persuasion to successfully convince someone to see things your way.

Describe a time when you were able to convince a skeptical or resistant customer to purchase a project or utilize your services.

Have you ever had to persuade a group to accept a proposal or idea? How did you go about doing it? What was the result?

Have you ever had to persuade a peer or manager to accept an idea that you knew they would not like? Describe the resistance you met and how you overcame it.

How do you get a peer or colleague to accept one of your ideas?

In selling an idea, it is sometimes useful to use metaphors, analogies, or stories to make your point. Give a recent example of when you were able to successfully do that.

Tell us about a time when you had to convince someone in authority about your ideas. How did it work out?

Tell us about a time when you used facts and reason to persuade someone to accept your recommendation.

Tell us about a time when you used your leadership ability to gain support for what initially had strong opposition.

Tell us about a time when you were able to successfully influence another person.

Planning and Organization

Describe how you develop a project team's goals and project plan?

How do you schedule your time? Set priorities? How do you handle doing twenty things at once?

What do you do when your time schedule or project plan is upset by unforeseen circumstances?

Give an example.

What have you done in order to be effective with your organization and planning?

Presentation

How do you prepare for a presentation to a group of technical experts in your field?

How would you describe your presentation style?

Tell us about the most effective presentation you have made. What was the topic? What made it difficult? How did you handle it?

What kinds of oral presentations have you made? How did you prepare for them? What challenges did you have?

Problem Solving

Describe the most difficult working relationship you've had with an individual. What specific actions did you take to improve the relationship? What was the outcome?

Give me an example of a situation where you had difficulties with a team member. What, if anything, did you do to resolve the difficulties?

Problems Solving

Have you ever been caught unaware by a problem or obstacles that you had not foreseen? What happened?

Tell us about a time when you did something completely different from the plan and/or assignment. Why? What happened?

What are some of the problems you have faced; such as between business development and project leaders, between one department and another, between you and your peers? How did you recognize that they were there?

When was the last time something came up in a meeting that was not covered in the plan? What did you do? What were the results of your judgment?

Problem Resolution

Describe a situation where you had a conflict with another individual, and how you dealt with it. What was the outcome? How do you feel about it?

Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do?

Describe a time when you facilitated a creative solution to a problem between two employees.

Give a specific example of a time when you used good judgment and logic in solving a problem.

Give an example of a problem which you faced on any job that you have had and tell how you

went about solving it.

Give an example of when you "went to the source" to address a conflict. Do you feel trust levels were improved as a result?

Problems occur in almost all work relationships. Describe a time when you had to cope with the resentment or hostility of a subordinate or co-worker.

Some problems require developing a unique approach. Tell about a time when you were able to develop a different problem-solving approach.

Sometimes the only way to resolve a dispute or conflict is through negotiation and compromise. Tell about a time when you were able to resolve a difficult situation by finding some common ground.

Sometimes we need to remain calm on the outside when we are really upset on the inside. Give an example of a time that this happened to you.

Tell us about a recent success you had with an especially difficult employee/co-worker.

Tell us about a situation in which you had to separate the person from the issue when working to resolve issues.

Tell us about a time when you identified a potential problem and resolved the situation before it became serious.

There is more than one way to solve a problem. Give an example from your recent work experience that would illustrate this.

Project Management

Tell us about a time when you influenced the outcome of a project by taking a leadership role.

Using a specific example of a project, tell how you kept those involved informed of the progress.

Relate Well

Describe a situation where you had to use conflict management skills.

Describe a situation where you had to use confrontation skills.

Give me an example of a time when a company policy or action hurt people. What, if anything, did you do to mitigate the negative consequences to people?

How do you typically deal with conflict? Can you give me an example?

Tell us about a time when you were forced to make an unpopular decision.

What would your co-workers (or staff) say is the most frustrating thing about your communications with them?

Removing Obstacles

Have you ever dealt with a situation where communications were poor? Where there was a lack of cooperation? Lack of trust? How did you handle these situations?

What do you do when a subordinate comes to you with a challenge?

What have you done to help your subordinates to be more productive?

What have you done to make sure that your subordinates can be productive? Give an example.

Resolving Conflict

Have you ever been in a situation where you had to settle an argument between two friends (or people you knew)? What did you do? What was the result?

Have you ever had to settle conflict between two people on the job? What was the situation and what did you do?

Tell us about a time when you had to help two peers settle a dispute. How did you go about identifying the issues? What did you do? What was the result?

Resource Management

Tell us about a time when you organized or planned an event that was very successful.

Sales

Describe how you prepare for a sales call for a new client.

How do you go about making cold calls?

How have your sales skills improved over the past three years.

Tell us about your most difficult sales experience.

Tell us about your sales volume over the past three years. What have you done to influence it?

Scheduling

Describe the most difficult scheduling problem you have faced.

How did you assign priorities to jobs?

How did you go about making job assignments?

When all have been over-loaded, how do your people meet job assignments?

Self Assessment

Can you recall a time when you were less than pleased with your performance?

Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

Give me a specific occasion in which you conformed to a policy with which you did not agree.

Give me an example of an important goal that you had set in the past and tell me about your success in reaching it.

If there were one area you've always wanted to improve upon, what would that be?

In what ways are you trying to improve yourself?

Tell us about a time when you had to go above and beyond the call of duty in order to get a job done.

What do you consider to be your professional strengths? Give me a specific example using this attribute in the workplace.

What goal have you set for yourself that you have successfully achieved?

What was the most useful criticism you ever received?

Selecting and Developing People

How do you coach an employee in completing a new assignment?

What have you done to develop your subordinates? Give an example.

What have you done to improve the skills of your subordinates?

What was your biggest mistake in hiring someone? What happened? How did you deal with the situation?

What was your biggest success in hiring someone? What did you do?

Setting Goals

Did you have a strategic plan? How was it developed? How did you communicate it to the rest of your staff?

How do you communicate goals to subordinates? Give an example.

How do you involve people in developing your unit's goals? Give an example.

What company plans have you developed? Which ones have you reached? How did you reach them? Which have you missed? Why did you miss them?

What goals did you miss? Why did you miss them?

What goals have you met? What did you do to meet them?

What were your annual goals at your most current employer? How did you develop these goals?

What were your long-range plans at your most recent employer? What was our role in developing them?

Setting Performance Standards

How do you go about setting goals with subordinates? How do you involve them in this process?

How do you let subordinates know what you expect of them?

What performance standards do you have for your unit? How have you communicated them to your subordinates?

Setting Priorities

Have you ever been overloaded with work? How do you keep track of work so that it gets done on time?

How do you manage your time?

How do you schedule your time?

When given an important assignment, how do you approach it?

Sound Judgment

Describe a situation when you had to exercise a significant amount of self-control.

Give me an example of a time in which you had to be relatively quick in coming to a decision.

Give me an example of when you were able to meet the personal and professional demands in your life yet still maintained a healthy balance.

Give me an example of when you were responsible for an error or mistake. What was the outcome? What, if anything, would you do differently?

If you were interviewing for this position what would you be looking for in the applicants?

We work with a great deal of confidential information. Describe how you would have handled sensitive information in a past work experience. What strategies would you utilize to maintain confidentiality when pressured by others?

When have you had to produce results without sufficient guidelines? Give an example.

Strategic Planning

Describe what steps/methods you have used to define/identify a vision for your unit/position.

How do you see your job relating to the overall goals of the organization?

In your current or former position, what were your long and short-term goals?

Tell us about a time when you anticipated the future and made changes to current responsibilities/operations to meet future needs.

Stress Management

How did you react when faced with constant time pressure? Give an example.

People react differently when job demands are constantly changing; how do you react?

What kind of events cause you stress on the job?

What was the most stressful situation you have faced? How did you deal with it?

Teamwork

Describe a situation in which you had to arrive at a compromise or help others to compromise.

What was your role? What steps did you take? What was the end result?

Describe a team experience you found disappointing. What would you have done to prevent this?

Describe a team experience you found rewarding.

Describe the types of teams you've been involved with. What were your roles?

Describe your leadership style and give an example of a situation when you successfully led a group.

Give an example of how you have been successful at empowering a group of people in accomplishing a task.

Give an example of how you worked effectively with people to accomplish an important result.

Have you ever been a project leader? Give examples of problems you experienced and how you reacted.

Have you ever been in a position where you had to lead a group of peers? How did you handle it?

Have you ever participated in a task group? What was your role? How did you contribute?

Please give your best example of working cooperatively as a team member to accomplish an important goal. What was the goal or objective? To what extent did you interact with others on this project?

Some people work best as part of a group - others prefer the role of individual contributor. How would you describe yourself? Give an example of a situation where you felt you were most effective.

Tell us about a time that you had to work on a team that did not get along. What happened? What role did you take? What was the result?

Tell us about a work experience where you had to work closely with others. How did it go? How did you overcome any difficulties?

Tell us about the most difficult challenge you faced in trying to work cooperatively with someone who did not share the same ideas? What was your role in achieving the work objective?

Tell us about the most difficult situation you have had when leading a team. What happened and what did you do? Was it successful? Emphasize the "single" most important thing you did?

Tell us about the most effective contribution you have made as part of a task group or special project team.

Think about the times you have been a team leader. What could you have done to be more effective?

What is the difficult part of being a member, not leader, of a team? How did you handle this?

What role have you typically played as a member of a team? How did you interact with other members of the team?

When is the last time you had a disagreement with a peer? How did you resolve the situation?

When working on a team project have you ever had an experience where there was strong disagreement among team members? What did you do?

Time Management Schedule

Describe a situation that required you to do a number of things at the same time. How did you

handle it? What was the result?

How do you determine priorities in scheduling your time? Give an example.

How do you typically plan your day to manage your time effectively?

Of your current assignments, which do you consider to have required the greatest amount of effort with regard to planning/organization? How have you accomplished this assignment? How would you assess your effectiveness?

Toughness

On many occasions, managers have to make tough decisions. What was the most difficult one you have had to make?

Tell us about setbacks you have faced. How did you deal with them?

What has been your major work related disappointment? What happened and what did you do?

What is the most competitive situation you have experienced? How did you handle it? What was the result?

What was your major disappointment?

Variety

How many projects do you work on at once? Please describe.

When was the last time you made a key decision on the spur of the moment? What was the reason and result?

When was the last time you were in a crisis? What was the situation? How did you react?

Which of your jobs had the most rapid change? How did you feel about it?

Values Diversity

Give a specific example of how you have helped create an environment where differences are valued, encouraged and supported.

Tell us about a time that you successfully adapted to a culturally different environment.

Tell us about a time when you had to adapt to a wide variety of people by accepting/understanding their perspective.

Tell us about a time when you made an intentional effort to get to know someone from another culture.

What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?

What have you done to support diversity in your unit?

What measures have you taken to make someone feel comfortable in an environment that was obviously uncomfortable with his or her presence?

(source: Kansas Department of Administration)

Answers to Behavioral Interview Questions

All answers to behavioral interview questions should be structured around 3 components. The situation or task in which you displayed the behavior in question, the actions you took and the results of these actions. The interviewer is asking you to provide a real-life example of how you have previously used or demonstrated the required job behavior or competency.

The situation or task is the background or context in which you took action. Common situations in which candidates are required to take action include a change in job responsibilities, demands made by managers, colleagues and customers and challenges in meeting job requirements.

The actions are what the candidates did or said in response to the the situation and how they did it. Actions commonly include steps taken to complete a task or project, solving a problem or overcoming a challenge, making a decision and interacting with managers and customers.

The results are the effects or outcomes of the candidates actions. The changes, consequences and differences the actions made and if the actions were effective and appropriate.

See what the interviewer is looking for in answers to behavioral questions that explore the competency or behavior. Use the answer guidelines to determine appropriate past situations where you have used or demonstrated the behavior. Prepare and structure your behavioral example to provide the information the interviewer wants.

Planning and Organizing

The examples you present in answers to behavioral questions that determine your ability to plan and organize should include the following actions - establishing clear and realistic objectives, scheduling activities and time parameters to get the job done, setting priorities, knowing which resources are needed and making the best use of these, monitoring your progress and adjusting your activity where necessary. [Sample behavioral answer](#).

Decision Making

Your answers to behavioral interview questions about using your judgment and making decisions should include the following steps in the decision making process - gathering the necessary information and facts, using this information to work out possible courses of action to take, considering alternative courses of action, considering the implications and consequences of different courses of action and carrying out the most appropriate course of action. Involving the necessary stake-holders in the decision-making process is another important aspect of decision-making. [Sample behavioral answer](#).

Problem Solving

Use past examples that demonstrate the following key elements to successful problem analysis and problem solving - finding and gathering all the relevant information from the right sources, organizing and sorting the information to identify the reasons for the problem, coming up with possible solutions to the problem. [Sample behavioral answer.](#)

Adaptability

Behavioral examples that you use in answers to behavioral interview questions that explore your adaptability should contain these elements - adjusting your behavior, communication style and your approach to match changing tasks, work demands or different people, adjusting priorities to meet new deadlines and information, adjusting activities and attitude to work effectively in a new environment, willing to try new approaches for changed situations, attempting to understand and embrace change positively. [Sample interview question and behavioral answer.](#)

Initiative

Your choice of behavioral examples to demonstrate the use of initiative should show you to be a person who is able to be proactive and seek out new opportunities, to capitalize on opportunities and come up with new ideas. The interviewer is looking for an individual who is able to solve problems without being asked, come up with new ways to apply existing information and knowledge, to anticipate problems and challenges rather than just reacting to them, to work independently and who is willing to look for ways to improve oneself and one's work environment. [Behavioral interview questions and sample behavioral answer.](#)

Teamwork

Answers to behavioral interview questions that explore your ability to work as part of a team should focus on examples that show how you exchange information freely and openly and offer information and ideas to other team members.

Highlight how you were able to listen to and acknowledge the input of others, use empathy in dealing with team members, ask for and encourage feedback and help, support team actions and decisions and put the team objectives ahead of your own goals. [Sample behavioral answer.](#)

Work Standards

Examples of past behavior that indicate high work standards should include these elements - setting high goals and standards for performance, imposing standards of excellence on oneself, not being satisfied with average performance, assuming responsibility and accountability for one's own successful performance and work outputs. [Sample behavioral answer.](#)

Communication

Answers to behavioral interview questions that center on your communication skills require a behavioral example that demonstrates the ability to listen with empathy and respect, avoid interrupting and hearing the person out, receiving the right message by asking appropriate questions and clarifying details, expressing oneself effectively and clearly, using the appropriate language and communication style to match the individual/s you are communicating with. [Behavioral answer guidelines.](#)

Creativity

Creativity is not just about making music or art or coming up with a great advertising campaign. It is about generating new ideas, approaching tasks and processes differently, coming up with non-traditional solutions to problems. It is a highly valued competency and employers are more and more aware of the need for creativity in their workforce in order to be competitive and successful. [Sample behavioral interview answers](#)

What is the interviewer not looking for in answers to behavioral interview questions?

The interviewer wants an actual example from your past. What he or she does not want in answers to behavioral interview questions are the following:

Vague responses - these include generalizations that do not provide a specific situation. Avoid using phrases such as *"Most of the time..."*, *"Usually..."*, *"Sometimes..."*

Opinions - The interviewer is not asking for your opinion. He or she wants a real-life, factual example of what you did in a certain situation. Avoid phrases such as *"I believe..."*, *"I think..."*, *"In my opinion..."*

Theoretical responses - these answers indicate what you would do rather than what you did do. Avoid phrases such as *"If I had"*, *"I would have..."*, *"I might..."*

Criticism of former colleagues, managers and companies - it is important to provide a straightforward account of what you did in your behavioral example. Bad mouthing other people in your answer will only detract from its validity.

Use the techniques for [behavioral job interviews](#) and the [behavioral interview guide](#) to prepare thoroughly for challenging behavioral job interviews.

[Behavioral Interview Tips](#)

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Be prepared with convincing answers to behavioral interview questions.



Job Interview Questions - Suggested Job Interview Questions

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Do's & Don'ts of Interview... ■

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DO'S & DON'TS OF INTERVIEW QUESTIONS

The rule of thumb: if a question is job related, it is usually appropriate to ask. If it isn't job related, caution is in order. Any questions involving race, religion, gender, marital status, and so on must be avoided in application forms or during interviews.

	You may ask...	Questions & Statements to stay away from...
AGE	Are you 18 years or older?	<p>How old are you?</p> <p>When did you graduate from high school?</p> <p>How do you feel about working for a person younger than you?</p> <p>You must be getting close to retirement age...</p>
GENDER	<p>Do you have responsibilities other than work that will prevent you from performing specific job requirements such as traveling?</p> <p>What hours and days can you work?</p> <p>Have you ever worked under a different name?</p>	<p>Do you have plans for having children?</p> <p>Childcare is so hard to get. Do you have any babysitting problems?</p> <p>What is your maiden name? How would you feel working for a man/woman?</p> <p>Our customers sometimes prefer to be served by men. I hope you don't have a problem with that.</p> <p>Do you think your</p>

		<p>women's intuition would come in handy on this job?</p> <p>Tell me how did a man come to be interested in this kind of work?</p>
<p>DISABILITY</p>	<p>Do you have any disabilities?</p> <p>Are you in good health?</p> <p>Do you have any physical defects that prevent you from performing certain kinds of work?</p> <p>Are you able to perform the duties of the job with or without accommodation?</p> <p>If the applicant indicates that sh/he can perform the tasks with an accommodation, you may ask:</p> <p>What accommodation would you need in order to perform the tasks?</p> <p>Now that you have heard the hours, leave policies, and other requirements of this position, do you feel you will be able to meet these requirements?</p> <p>How many days were you absent from work last year?</p> <p>An employer may make medical inquiries or require a medical examination of all candidates at the stage a conditional job offer is made.</p>	<p>Do you have any physical defects that prevent you from performing certain kinds of work?</p> <p>That's a noticeable limp... Those are very thick glasses. How severe is your disability?</p> <p>What is the prognosis for your condition?</p> <p>Will you require a special leave because of your disability or its treatment?</p> <p>Please list any conditions or diseases you were treated for in the last 3 years.</p> <p>How many days were you absent last year because of illness?</p> <p>Have you ever been treated by a psychiatrist or counselor?</p> <p>You mentioned your daughter has multiple sclerosis. Will that have an affect on your attendance?</p>

		Do you have any family members or relatives who are disabled?
RACE	None	There aren't very many minorities in our department. Will that be a problem for you? You look like you have an interesting family history. How would you define your race?
SEXUAL ORIENTATION	Request the name of a person to contact only after the individual is employed	What is the name of a relative to be notified in case of an emergency? Are you married? You people are so creative; you'd be just perfect for the job. This is a real familyoriented department. Is that okay with you?
NATIONAL ORIGIN	Are you legally eligible to work in the United States? After making a conditional offer, an employer may inform the applicant that they will have to produce documents for work eligibility. Inquiry into languages applicants speaks fluently if it is a requirement for the job.	Where were you born? Of what country are you a citizen? Yablonski, what kind of name is that? I see you speak Spanish. Did you learn that in your native country or in school?
RELIGION	Will you be available to work the required schedule?	What church do you attend? Will you need to take time off from work to observe (name of particular religious holiday)?
EDUCATION	Do you have a high school diploma or equivalent? Do you have a university degree?	When did you graduate from high school or college?

FINANCES		Do you own your own home? How long have you lived at your present address? Have your wages ever been garnished?
MILITARY	What type of education, training, and experience did you receive in the military?	What type of discharge did you receive?
UNIONS	Inquiry into membership in organizations the applicant considers relevant to the job.	Are you a union member? List all clubs, societies and lodges you belong to.
WORKER'S COMP	None	Have you ever filed for worker's compensation? Have you had any prior work injuries?
ARRESTS	It is best to only ask about convictions for crimes related to the job.	Have you ever been arrested?

Asked By Nearly Every Search Committee

Specific interview questions will vary depending on academic discipline and the type of institution. Small colleges, specialized schools, religious-affiliated colleges, and research institutions have particular needs and concerns. Be ready to express your views on wideranging topics.

1. Why are you interested in this position?
2. How does your scholarship/training relate to this opening?
3. Tell us about yourself.
4. Why did you choose to do your graduate work at XYZ University?
5. Tell us about your dissertation (choice of topic, sources, research, methodology, data collection and analysis).
6. Describe the role of a mentor.
7. What has been your experience with grant writing?
8. How would you describe
9. How would you feel this department contributes to the overall goals of this institution?
10. What in your background will help you make special contributions?
11. What do you find most satisfying about teaching?
12. How do you integrate technology in you teaching/lab activities?
13. Describe your research agenda.
14. How do you balance research and teaching?

15. What courses are you most interested in teaching?
16. What role can you play in developing/team-teaching interdisciplinary courses?
17. How would you develop a survey course for non-majors?
18. What experience/interest do you have in on-site supervision for student interns?
19. What courses outside your discipline would you encourage your students to take?
20. In keeping with your teaching philosophy, would it be possible for every student in one of your classes to earn an A?
21. How do you view your role as a faculty adviser?
22. Our institution emphasizes character development as well as academic achievement. How can you contribute to this mission?
23. Do you believe that faculty should be concerned only with students' academic progress?
24. In what ways does your philosophy of education influence your teaching? Research?
25. What motivated you to pursue a career in academic/research?

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Top Interview Do's and Don'ts

By Allen Smith 3/13/2014

Some of managers' worst job-interview slip-ups happen as the interviewers are innocently trying to break the ice and get applicants to relax, according to Barbara Hoey, an attorney at Kelley Drye in New York City.

TMI

"Nine times out of 10, the questions are innocent," she said, but they can leave a bad impression.

For example, a manager may see an applicant's address on her resume and say: "I see you're in this area. There's a great club there. Do you go?"

If the candidate responds, "No, I'm Muslim and don't drink," the conversation may become chillier, and the applicant might wonder later if religious discrimination factored into a rejection.

Or, Hoey added, the manager may say, "I go to church just around the corner from where you live," to which the applicant may respond, "I'm Jewish."

The attempt to break the ice was innocent, but, suddenly, the manager may be on the brink of too much information (TMI). Even if the manager drops the subject, the applicant may think later that, because the manager talked about her church, someone else was selected for religious reasons.

"It's unreasonable to expect managers not to engage in any conversation with the individual," Hoey said. "But avoid personal politics, religion, ethnicity and race."

"It's unrealistic to think there will be absolutely no unexpected conversation," agreed Christine Walters, SPHR, an HR consultant at FiveLCompany in Westminster, Md. "It's amazing what candidates will disclose in an interview. We've heard it all, right? From financial to family to substance [abuse] to medical—all sorts of problems, and most of which go to some protected status."

She advises employers to "train the managers in what questions to not ask and how to promptly redirect conversation that strays back to the person's ability to perform the essential functions of the job. And when all else fails and you find you've landed in an unsafe conversation about personal issues, don't panic; just be sure the candidate took you there and you did not lead the candidate there by asking an inappropriate question.

“Remember,” Hoey advised, “Say ‘Maybe.’ You win the battle if you get managers to say, ‘I’m not sure. We will consider.’” But when managers instead say, “No, this won’t work,” there is a risk that the applicant may bring a discrimination claim that the employer did not go through the interactive process to reach a reasonable accommodation.

Allen Smith, J.D., is the manager of workplace law content for SHRM. Follow him @SHRMlegaeditor (<https://twitter.com/SHRMlegaeditor>).

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**NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES**

Supreme Court of New Mexico



Effective July 17, 2023

**1
PART 1**

**New Mexico Judicial Branch Personnel Rules Part 1
For Career or Classified Employees**

[NOTE: Definitions for both Part I (Career or Classified Employees) and Part II (At-Will Employees) begin on page 63; italicized words are defined.]

Adopted: 02/01/2005; Amended: 08/01/2010; 07/01/2014; 07/01/2019; 03/01/2021; 09/10/2021, 05/13/2023, 06/22/2023, 07/17/2023

**NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES**

Inquiries about the

New Mexico Judicial Branch Personnel Rules - Part I for Employees

New Mexico Judicial Branch Personnel Rules – Part II for At-Will Employees

Adopted by New Mexico Supreme Court Order 23-8500-005

Effective July 14, 2023

General Personnel Policies and Procedures

Should be directed to:

The Administrative Office of the Courts

Human Resources Division

AOCHRD-GROUP@NMCOURTS.GOV

Santa Fe, NM 87501

(505) 470-7205

FAX (505) 479-2641

Please note that this document has a glossary beginning on page 62.
When you see a word in italics, that word, and its definition will be found in the glossary.

**NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES**

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[NOTE: Definitions for both Part I (Career or Classified Employees) and Part II (At-Will Employees) begin on page 63; italicized words are defined.]

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

SECTION 4. RECRUITMENT, SELECTION, AND APPOINTMENT

4.01 PURPOSE

To establish a system for the *recruitment*, selection, and *appointment* to a *permanent position* or *term position* in the *Judicial Branch*.

4.02 EQUAL EMPLOYMENT OPPORTUNITY

- A. The *Judicial Branch* is an Equal Employment Opportunity employer. (Added 07/01/19)
- B. Advertisements and *job postings* of employment opportunities shall contain a statement that the *Judicial Branch* is an Equal Employment Opportunity Employer.
- C. All decisions and procedures regarding *recruitment*, selection, *promotion*, and other terms and conditions of employment shall be made without regard to race, color, religion, sex, age over forty (40), national origin, ancestry, physical or mental disability, serious medical condition, pregnancy, childbirth, conditions related to pregnancy or childbirth, sexual orientation, gender identity, socioeconomic status, citizenship, ethnic origin, marital status, military leave, veteran status, genetic information, spousal affiliation, political affiliation, cultural or religious headdress, and any other status protected by law, except where there is a bona fide occupational qualification which justifies a differentiation, and shall be in compliance with equal employment laws, the Americans with Disabilities Act, Family and Medical Leave Act, and all other applicable federal and state laws. (42 U.S.C.A. §§12101) (Amended 07/01/19, 05/13/23)

4.03 RECRUITMENT OF PERSONNEL

- A. *Recruitment* for *permanent positions* and *term positions* shall be open. *Open recruitment* efforts may be city, state, or nationwide. (Amended 08/01/10)
- B. *Recruitment* for a position may begin upon receipt of the *employee's resignation* or the date the position is vacated, whichever occurs first.
- C. The *Administrative Authority* may, after confirming a sufficient budget, approve a position's *double-fill* upon appropriate justification, including the incumbent's *resignation* letter and for a period not to exceed 90 days. The *Administrative Authority* shall send to the *AOC HRD Director* notification of any *double-fills* prior to their effective date. (Added 07/01/14; amended 05/13/23)

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

- D.** At a minimum, *job postings* shall be: (Amended 08/01/10; 07/01/14, 05/13/23)
- (1) For five (5) *business days*,
 - (2) On the New Mexico *Judicial Branch* Web page (internal or external), and
 - (3) Official email notification judiciary-wide of the job announcement.
- E.** Applications for employment received from a *job posting* may be used for up to 120 days from the date the *recruitment* ended. (Added 07/01/14)
- F.** Applications for employment received from previous *recruitments* may be used for other positions with the same *classification, position status*, and geographical location for up to 120 days from the date the previous *recruitment* ended. (Amended 08/01/10; 07/01/14)
- G.** The *AOC HRD Director* may approve the use of previous *recruitment* to fill a vacant position of the same *job* classification, regardless of *position status* without advertisement. (Added 07/01/19)
- H.** The *AOC Director* may approve the use of previous *recruitment* to fill a vacant position of a different *job* classification without advertisement. (Added 07/01/19)

4.04 APPLICATION PROCESS

- A.** An applicant shall, within the time specified in the *job posting*:
- (1) Submit a completed *Judicial Branch* Application for Employment form or resume and the *Judicial Branch* Resume Supplemental form to the person specified on the *job posting*, and
 - (2) Include copies of licenses, registrations, certifications, proof of education, or other information as required in the *job posting*. (Amended 07/01/19, 05/13/23)
- B.** An application may be rejected if: (Amended 07/01/19, 05/13/23)
- (1) The application is not on the required form(s) or is incomplete,
 - (2) The application does not include copies of all information requested in the *job posting*,
 - (3) The application is not submitted timely,

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

- (4) The applicant does not meet the minimum qualifications,
 - (5) The applicant has provided false statements or documentation, or
 - (6) The applicant is in violation of the Criminal Offender Employment Act (*NMSA* 1978, Section 28-2-1 to 28-2-6, 1974, as amended through 2010).
- C. The *Administrative Authority* may approve a rejected application for interview purposes.
- D. The *Director* may approve the hiring of an incumbent whose application was rejected, but who the *Administrative Authority* approved to be interviewed, with appropriate justification from the *Administrative Authority*. (Added 07/01/14)
- E. Voluntary information on gender, ethnicity, age or related protected information of an applicant shall be utilized only for affirmative action and other non-discriminatory purposes.

4.05 INTERVIEW PROCESS

Interviews for selected applicants shall be conducted in accordance with the Interview Policy.

4.06 NEPOTISM (Amended 08/01/10, 05/13/23)

- A. No person shall be appointed, transferred, or promoted to a position and no *employee* shall hold a position in a *judicial entity* if that person or *employee* will be within the chain of *supervision* of a *family member*, *household member*, *domestic partner* or a person the *employee* is in a relationship with.
- B. No person shall be appointed to a position and no *employee* shall hold a position in a *judicial entity* in which a *family member*, *household member*, or *domestic partner* is an elected or appointed judge or justice.
- C. No person shall be appointed to a position or hold a position in the Supreme Court, *AOC*, Compilation Commission, Building Commission, or Law Library when a *family member*, *household member*, or *domestic partner* is a Supreme Court Justice.
- D. If an *employee* is in one of the above prohibited positions, every effort will be made by the *Administrative Authority* to transfer the affected *employee* to a comparable position for which the *employee* qualifies within the *Judicial Branch*. If a like position is not available, then the affected *employee* shall resign or be terminated.

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

4.07 SELECTION

A. Selection

- (1) An *employee* shall be selected based on ability, experience, knowledge, and skill levels best matched to the position. The *job*-related qualification standards (education, experience, licensures), as outlined in the *job* description must be met.

B. Hiring

- (1) The *hiring authority* shall make a recommendation to the *Administrative Authority* after confirming the *employee* has met the key required skills and meets or exceeds the *job*-related qualification standards of the position.

- (2) The *Administrative Authority* may:

- a. request additional information before making a final decision,
- b. accept the recommendation,
- c. reject the recommendation and request additional interviews be made from the current group of candidates, or
- d. request a new *recruitment* be initiated.

- C. Before an offer of employment is extended, reference checks shall be completed and documented on the selected applicant(s). A personnel file review should be conducted if the selected applicant(s) is a current *employee* of the judicial, executive, or legislative branch. (Amended 05/13/23)

- D. Background and credit checks may be conducted at the discretion of the *Administrative Authority*. It is recommended that a signed release be received from the selected applicant(s) prior to the background and credit checks being done. (Amended 07/01/14)

4.08 APPOINTMENT

- A. Once an applicant is selected, the *hiring authority* shall contact the selected applicant to determine whether the applicant is interested in the *job* and the applicant's availability for employment. Any *job* offer shall be subject to the terms specified in the offer letter.

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

- B.** If the selected applicant indicates an interest in the position, the *hiring authority* shall make an offer of employment by a standard form letter provided by the *AOC HRD* or *judicial entity*.
- C.** Within a reasonable length of time, the *hiring authority* shall notify the remaining applicants that the position has been filled.

4.09 RIGHTS AND STATUS OF NEW MEXICO JUDICIAL BRANCH EMPLOYEES (Amended 08/01/10, 05/13/23)

- A.** An *employee* appointed to a *permanent position* shall have all the rights and benefits for that *position* as indicated in these Rules.
- B.** An *employee* appointed to a *term position* shall have all the rights and benefits for that position as indicated in these Rules except:
 - (1)** When limited by funding sources,
 - (2)** When the *appointment* expires due to a reduction or loss of funding, or
 - (3)** When the special project ends, with at least fourteen (14) calendar days *written* notice, in this case, the *term employee* shall have no rights under *NMJBPR* Section 10, Grievance.

4.10 PROBATION

- A.** A *probationary period* of one (1) year of continuous employment without a *break in service* is required of an *employee* appointed to a *permanent position* or *term position*. The one (1) year *probationary period* may not be extended, except as provided in 4.10(C) below. (Amended 08/01/10; 07/01/14)
- B.** Calculation of the *probationary period* shall include all continuous employment in a *permanent position* or *term position*, (Amended 08/01/10) regardless of *job* classification within the *Judicial Branch*. (Amended 08/01/10)
- C.** Except for military leave, or leave taken under the FMLA, continuous leave with or without pay in excess of thirty (30) calendar days shall not be counted as *time worked* in calculating probationary time. (Amended 08/01/10)

NEW MEXICO JUDICIAL BRANCH PERSONNEL RULES
PART I
FOR EMPLOYEES

- D.** During the *probationary period*, the *employee* may be terminated without advance notice and shall have no right to grieve the *termination*. (Amended 08/01/10)
- E.** There shall be no additional *probationary period* upon transfer or *promotion* from one *judicial entity* to another, unless the *employee* is transferring from an at-will position. (Added 08/01/10, amended 05/13/23)
- F.** Any *time worked* as an *at-will employee* shall not be counted towards calculating the *probationary period*. (Added 08/01/10)

4.11 POST OF DUTY (Added 08/01/10; amended 07/01/19, 05/13/23)
(Ref: Supreme Court Order 05-8200)

- A.** An *employee's* assigned post of duty shall be indicated in the employment offer letter, and any changes to the assigned post of duty must be communicated to the *employee* in *writing* for inclusion in the *employee's* personnel file. (See 4.11 B. (4))
- B.** When it is in the best interest of the *judicial entity*, the *Administrative Authority* may transfer an *employee* from one post of duty to another;
 - (1)** When a willingness to accept a change in geographic location was made as a condition of employment; or
 - (2)** Without the consent of the *employee*, if the location is within thirty-five (35) miles from the original assigned post of duty; or
 - (3)** Only with the *written* consent of the *employee*, if the location is more than 35 miles from the original assigned post of duty.
 - (4)** The *employee* should be notified in *writing* a minimum of ten (10) working days prior to the effective date of the change in the post of duty. (Added 07/01/19)

NEW MEXICO JUDICIAL BRANCH

GENERAL POLICY & PROCEDURE

Reference NMJBPR, Part-1, Section 4.05

INTERVIEW POLICY

This policy does not apply to At-Will employees.

1. PURPOSE

This purpose of this policy is to assure that all candidates are treated fairly and are afforded an Equal Employment Opportunity. (Ref: Supreme Court Order 03-8500)

2. DEFINITIONS

- A. **Administrative Authority** – Individual or designee with the primary responsibility to supervise and coordinate the administration of a Judicial Entity, or as designated by the Chief Judge and approved by the Supreme Court order. (Ref: Administrative Authority, Appointing Authority and At-Will Employee List Policy)
- B. **Appointing Authority** – The individual who has the primary responsibility to recruit, review and recommend applicants for vacant positions in the Judicial Branch. An appointing authority may designate this responsibility to another supervisor or manager. (Ref: Administrative Authority, Appointing Authority and At-Will Employee List Policy)
- C. **At-Will Employee** – A person in the Judicial Branch who is FLSA non-covered, on the New Mexico Judicial Branch Job Classification and Pay Schedule, excluding a justice or judge. (Ref: Administrative Authority, Appointing Authority and At-Will Employee List)
- D. **Candidate** – An applicant whose application has not been rejected.
- E. **Judicial Entity** – Any court or administrative group within the Judicial Branch.
- F. **Supervisor** – Anyone who effectively recommends hiring or termination of an employee and who evaluates a subordinate employee's performance.

3. RECRUITMENT

The Administrative Authority in each judicial entity is held responsible for appropriate recruitment, selection and appointment of employees.

Interview Policy

Inquiries: Administrative Office of the Courts, Human Resources Division 827-4937 or 827-4810

Distribution: All employees of the New Mexico Judicial Branch

Retain Until Superseded: Dev: 02/01/07; Rev: 11/12/10

NEW MEXICO JUDICIAL BRANCH

GENERAL POLICY & PROCEDURE

Reference NMJBPR, Part-1, Section 4.05

4. INTERVIEW PROCESS

- A. A reasonable number of candidates will be contacted for an interview.
- B. The interview time allotted shall be the same for all candidates.
- C. All candidates shall be asked the same basic questions by the interview panel.
 - (1) Basic questions shall be relevant to the job only and panel members may ask follow-up questions as necessary. Personal questions should not be asked of a candidate.
 - (2) The interview panel shall consist of at least three (3) employees of the judicial branch, one (1) of which must be the direct supervisor, or if necessary the supervisor's designee of the person to be appointed. Suggestions for other panel members include: professionals in the field, co-supervisors/managers or co-workers; and human resource professionals.
 - (3) Panel members if possible shall disclose to the Administrative and Appointing Authority any information they have about candidates. This information shall be disclosed prior to the interview or as soon as possible thereafter.
 - (4) Each panel member shall be present for all interviews. At the end of the interview process any evaluation documents regarding the interview shall be placed in the recruitment file for that position.
 - (5) The direct supervisor or designee of the person to be appointed must be in agreement with the candidate selected. If agreement cannot be reached second interviews are required.

Effective Date: 2/1/2007, Rev: 11/12/2010

Arthur W. Pepin, Director
Administrative Office of the Courts

Date 12/7/10

Interview Policy

Inquiries: Administrative Office of the Courts, Human Resources Division 827-4937 or 827-4810

Distribution: All employees of the New Mexico Judicial Branch

Retain Until Superseded: Dev: 02/01/07; Rev: 11/12/10

JUDICIAL BRANCH
State of New Mexico
JOB CLASSIFICATION AND PAY SCHEDULE
Based on 2080 Hours

Effective July 1, 2024 - June 30, 2025
FISCAL YEAR 2025

Jobs are classified unless noted otherwise; at-will = (U) Range movement of 3% upwards effective July 6, 2024. Max of range increased to 160% on 1/20/2022. This schedule will be updated based on classification studies, audits or salary surveys.						HOURLY RATE			BI-WEEKLY RATE			ANNUAL SALARY RANGE		
SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	
1	9010JB	Administrative Assistant 1	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
2	9015JB	Administrative Assistant 2	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
3	9017JB	Administrative Assistant 2 - Appellate (U)	E	Admin	HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
4	9016JB	Administrative Assistant 2 (U)	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
5	9019JB	Administrative Assistant Supervisor	E	Admin	HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
6	2520JB	AOC Budget Analyst	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
7	8036JB	AOC Chief Communications Officer (U)	E	Exec	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
8	2500JB	AOC Chief Financial Officer (U)	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
9	9643JB	AOC Chief Information Security Officer (AOC CISO)	E	Computer	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
10	9601JB	AOC Chief Technical Officer (U)	E	Exec	QQ	\$53.517	\$66.896	\$107.034	\$4,281.36	\$5,351.68	\$8,562.72	\$111,315	\$139,144	\$222,631
11	8035JB	AOC Communications Officer (U)	E	Exec	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
12	1102JB	AOC Court Education Institute (CEI) Curriculum Designer	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
13	1101JB	AOC Court Education Institute (CEI) Division Director (U)	E	Professional	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
14	1103JB	AOC Court Education Institute (CEI) Event Planner	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
15	1104JB	AOC Court Education Institute (CEI) Specialist Senior	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
16	1049JB	AOC Court Operations Division Director (U)	E	Professional	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
17	8040JB	AOC Court Services Division Director (U)	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
18	2508JB	AOC Deputy CFO (U)	E	Exec	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
19	9605JB	AOC Deputy Chief Technology Officer (U)	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
20	8041JB	AOC Deputy Court Services Division Director (U)	E	Exec	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
21	8030JB	AOC Deputy Director (U)	E	Exec	QQ	\$53.517	\$66.896	\$107.034	\$4,281.36	\$5,351.68	\$8,562.72	\$111,315	\$139,144	\$222,631
22	1011JB	AOC Deputy General Counsel - Attorney (U)	E	Exec	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
23	8000JB	AOC Director (U)	E	Exec	RR	\$58.869	\$73.586	\$117.738	\$4,709.52	\$5,886.88	\$9,419.04	\$122,448	\$153,059	\$244,895
24	9022JB	AOC Executive Staff Support Manager (U)	E	Admin	II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
25	9637JB	AOC Facilities Project Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643

LAST REVISED: FY2025 NMJB Job Classification & Pay Schedule eff 7-25-2024

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JUDICIAL BRANCH
State of New Mexico
JOB CLASSIFICATION AND PAY SCHEDULE
Based on 2080 Hours

Effective July 1, 2024 - June 30, 2025
FISCAL YEAR 2025

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SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	
26	2512JB	AOC Financial Administrator	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
27	2513JB	AOC Fiscal Operations Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
28	1010JB	AOC General Counsel - Attorney (U)	E	Professional	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
29	2515JB	AOC Grants Administrator	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
30	2514JB	AOC Grants Administrator Senior	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
31	2517JB	AOC Guardianship Annual Report Review Division (GARRD) Compliance Officer	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
32	2518JB	AOC Guardianship Annual Report Review Division (GARRD) Compliance Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
33	2015JB	AOC Human Resources Administrator	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
34	2006JB	AOC Human Resources Deputy Director (U)	E	Exec	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
35	2000JB	AOC Human Resources Director (U)	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
36	2010JB	AOC Human Resources Project Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
37	2013JB	AOC Human Resources Services Manager	E	Admin	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
38	9429JB	AOC Human Resources Statewide Project Manager Senior	E	Admin	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
39	9694JB	AOC IT Business Analyst	C/E	Computer	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
40	9691JB	AOC IT Business Analyst Senior	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
41	9640JB	AOC IT Security Specialist	E	Computer	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
42	9642JB	AOC IT Security Specialist Senior	E	Computer	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
43	9644JB	AOC IT Service Desk Supervisor	E	Computer	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
44	9620JB	AOC IT Support Manager	E	Computer	MM/OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	8744JB	AOC Pretrial Data Analyst	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	2511JB	AOC Procurement & Asset Manager	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9671JB	AOC Software Application Development Manager	E	Computer	MM/OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	9426JB	AOC Statewide Background Investigation Unit Program Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	2516JB	AOC Statewide Behavioral Health Manager Senior	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339

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State of New Mexico
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FISCAL YEAR 2025

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	8743JB	AOC Statewide Data and Pretrial Program Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9437JB	AOC Statewide Equity & Inclusion Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9434JB	AOC Statewide Facility Security Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9428JB	AOC Statewide Integration & Training Coordinator	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9433JB	AOC Statewide Language Access Services Coordinator	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9436JB	AOC Statewide LAS ADA Coordinator	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9432JB	AOC Statewide Pretrial Services Program Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9425JB	AOC Statewide Pretrial Services Program Manager Senior	E	Admin	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9430JB	AOC Statewide Program Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9435JB	AOC Statewide Program Manager Senior	E	Admin	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9615JB	AOC Systems & Network Manager	E	Computer	MM/OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	1021JB	Appellate Attorney - Assistant (U)	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1029JB	Appellate Attorney - Associate (U)	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1061JB	Appellate Attorney - Senior (U)	E	Professional	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	1071JB	Appellate Attorney - Supervisor (U)	E	Professional	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	9455JB	Appellate Technical Legal Editor (U)	E	Professional	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	1056JB	Appellate Mediator (U)	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9450JB	Appellate Paralegal (U)*	NC**		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	1236JB	Appellate Security Manager (U)	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1020JB	Attorney - Assistant (U)	E	Professional	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1025JB	Attorney - Associate	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1030JB	Attorney - Associate (U)	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1034JB	Attorney - Associate ~ AOC (U)	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1035JB	Attorney - Chief Appellate (U)	E	Professional	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	1051JB	Attorney - COA - Reporter of Decisions (U)	E	Professional	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	1045JB	Attorney - General Counsel (U)	E	Professional	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	1036JB	Attorney - Managing Attorney (U)	E	Professional	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	1055JB	Attorney - Senior	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1060JB	Attorney - Senior (U)	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1053JB	Attorney - Senior ~ Children's Court (U)	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1065JB	Attorney - Supervisor	E	Professional	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	1070JB	Attorney - Supervisor (U)	E	Professional	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	8775JB	Background Intake Officer	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	8770JB	Background Investigator	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9120JB	Bailiff (Classified)	C		BB	\$15.000	\$16.686	\$26.698	\$1,200.00	\$1,334.88	\$2,135.84	\$31,200	\$34,707	\$55,532
#REF!	9115JB	Bailiff (U)*	C		BB	\$15.000	\$16.686	\$26.698	\$1,200.00	\$1,334.88	\$2,135.84	\$31,200	\$34,707	\$55,532
#REF!	9110JB	Bailiff Supervisor	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	9107JB	Bailiff, Security (Classified)	C		CC	\$15.000	\$16.686	\$26.70	\$1,200.00	\$1,334.88	\$2,136.00	\$31,200	\$34,707	\$55,536
#REF!	9108JB	Bailiff, Security (U)*	C		CC	\$15.000	\$16.686	\$26.70	\$1,200.00	\$1,334.88	\$2,136.00	\$31,200	\$34,707	\$55,536
#REF!	2525JB	Budget Analyst	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9525JB	Business Specialist I	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9526JB	Business Specialist II	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	1158JB	Case Management Specialist I	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	1159JB	Case Management Specialist II	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	1157JB	Case Management Specialist III	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	1156JB	Case Management Specialist Supervisor	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8620JB	Case Manager	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9080JB	Certified Court Monitor	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	9085JB	Certified Court Monitor (U)*	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	9081JB	Certified Court Monitor Leadworker	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9082JB	Certified Court Monitor Supervisor	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9090JB	Certified Court Reporter	C		HH/II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9095JB	Certified Court Reporter (U)*	C		HH/II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9098JB	Certified Court Reporter Supervisor	E	Professional	II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9097JB	Certified Real Time Court Reporter	C		II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9096JB	Certified Real Time Court Reporter (U)	C		II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	8025JB	Chief Appellate Court Clerk 1 (U)	E	Professional	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	8026JB	Chief Appellate Court Clerk 2 (U)	E	Professional	QQ	\$53.517	\$66.896	\$107.034	\$4,281.36	\$5,351.68	\$8,562.72	\$111,315	\$139,144	\$222,631
#REF!	8700JB	Chief Court Probation Officer	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9179JB	Child Support Hearing Officer (U); may be paid up to 80% of District Judge	E	Professional	YY	may earn up to \$66.54			may earn up to \$5,019.22			may earn up \$130,499.77		
#REF!	1115JB	Clinical Director 1	E	Professional	LL/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1112JB	Clinical Director 2 (U)	E	Professional	NN/OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	9035JB	Compilation Commission Director (U)	E	Professional	ZZ									
#REF!	1151JB	Counseling Operations Manager	E	Professional	LL/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	1170JB	Court Clinical Services Coordinator	E	Professional	KK/LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1140JB	Court Clinician 1	E	Professional	JJ/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1130JB	Court Clinician 2	E	Professional	KK/LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1160JB	Court Counselor	E	Admin	II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	8010JB	Court Executive Officer 1 (U)	E	Exec	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	8015JB	Court Executive Officer 2 (U)	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
#REF!	8020JB	Court Executive Officer 3 (U)	E	Exec	QQ	\$53.517	\$66.896	\$107.034	\$4,281.36	\$5,351.68	\$8,562.72	\$111,315	\$139,144	\$222,631
#REF!	1241JB	Court Facilities Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1242JB	Court Facilities Manager (U)	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	2535JB	Court Financial Administrator	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	2532JB	Court Financial Manager 1	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	2530JB	Court Financial Manager 2	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	2061JB	Court Financial Operations Manager	E	Exec	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	2021JB	Court Human Resources Operations Manager	E	Exec	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9075JB	Court Interpreter	C		II/JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9079JB	Court Interpreter Supervisor	E	Admin	JJ/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9636JB	Court IT Operations Manager	E	Computer	MM/OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	9009JB	Court Manager 1	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9006JB	Court Manager 2	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9007JB	Court Manager 3	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643

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JUDICIAL BRANCH
State of New Mexico
JOB CLASSIFICATION AND PAY SCHEDULE
Based on 2080 Hours

Effective July 1, 2024 - June 30, 2025
FISCAL YEAR 2025

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	8725JB	Court Probation Officer 1	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	8720JB	Court Probation Officer 2	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8715JB	Court Probation Officer Leadworker	C		JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	8710JB	Court Probation Officer Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9423JB	Court Programs & Operations Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9424JB	Court Programs & Operations Manager (U)	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1120JB	Clinical Forensic Psychologist	E	Professional	LL/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9105JB	Court Security Officer	C		DD	\$15.000	\$18.172	\$29.075	\$1,200.00	\$1,453.76	\$2,326.00	\$31,200	\$37,798	\$60,476
#REF!	9106JB	Court Security Officer Supervisor	C/E	Admin [EE must earn \$21.10 or more an hour to be exempt]	FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9013JB	Court Services Manager	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9014JB	Court Services Specialist	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	1301JB	Court Training Operations Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1230JB	Custodian Including Evening Custodian	C		AA	\$15.000	\$16.686	\$26.698	\$1,200.00	\$1,334.88	\$2,135.84	\$31,200	\$34,707	\$55,532
#REF!	1232JB	Custodian Night Watchperson	C		BB	\$15.000	\$16.686	\$26.698	\$1,200.00	\$1,334.88	\$2,135.84	\$31,200	\$34,707	\$55,532
#REF!	9625JB	Database Administrator	E	Computer	JJ/LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9630JB	Database Administrator Senior	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	8001JB	Deputy Court Executive Officer 1	E	Exec	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	8005JB	Deputy Court Executive Officer 2	E	Exec	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	8004JB	Deputy Court Executive Officer 2 (U)	E	Exec	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	8006JB	Deputy Court Executive Officer 3 (U)	E	Exec	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	1100JB	Domestic Relations Hearing Officer (U) may be paid up to 80% of District Judge	E	Professional	YY	may earn up to \$66.54			may earn up to \$5,019.22			may earn up \$130,499.77		
#REF!	2540JB	Financial Specialist	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	2545JB	Financial Specialist Senior	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	2550JB	Financial Specialist Technician	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	2555JB	Financial Supervisor	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	1080JB	Forensic Peer Support Specialist	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	1000JB	General Counsel to the Chief Justice (U)	E	Professional	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
#REF!	2035JB	Human Resources Administrator	E	Admin	HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799

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State of New Mexico
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FISCAL YEAR 2025

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	2030JB	Human Resources Administrator Senior	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	2040JB	Human Resources Generalist	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	2025JB	Human Resources Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9238JB	HVAC Maintenance Worker	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9260JB	Internal Auditor	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9265JB	Internal Auditor Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	8991JB	Intern - High School Intern	C		CC	\$15.000	\$16.686	\$26.70	\$1,200.00	\$1,334.88	\$2,136.00	\$31,200	\$34,707	\$55,536
#REF!	8992JB	Intern - Undergraduate Intern	C		DD	\$15.000	\$18.172	\$29.075	\$1,200.00	\$1,453.76	\$2,326.00	\$31,200	\$37,798	\$60,476
#REF!	8993JB	Intern - Graduate School Intern	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9685JB	IT Project Manager	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9690JB	IT Project Manager Senior	E	Computer	LL/NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	9692JB	IT Quality Assurance Analyst	E	Computer	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9645JB	IT Specialist	C/E	Computer	II/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9655JB	IT Specialist Manager	E	Computer	LL/NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	9650JB	IT Specialist Senior	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9626JB	IT Technician	C/E	Computer	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9693JB	IT Training Coordinator	E	Computer	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9186JB	JSC Assistant Investigative Trial Counsel (U)	E	Professional	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1155JB	JSC Case Management Specialist 1	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9199JB	JSC Chief Financial Officer	E	Exec	PP	\$48.758	\$60.947	\$97.515	\$3,900.64	\$4,875.76	\$7,801.20	\$101,417	\$126,770	\$202,831
#REF!	9194JB	JSC Deputy Chief Financial Officer (classified)	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9197JB	JSC Deputy Director (U)	E	Exec	NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	9191JB	JSC Director (U)	E	Exec	ZZ									
#REF!	9192JB	JSC Financial Manager (U)	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9189JB	JSC Investigation & Clerk Specialist	E	Admin	HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9187JB	JSC Investigative Trial Counsel (U)	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9193JB	JSC Law Clerk (U)	E		JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9466JB	JSC Legal & Financial Assistant 1	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747

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#REF!	SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%
#REF!	9465JB	JSC Legal Assistant I	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9196JB	JSC Paralegal	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9188JB	JSC Senior Investigative Trial Counsel (U)	E	Professional	MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9101JB	Judicial Specialist 1	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9102JB	Judicial Specialist 2	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	9104JB	Judicial Specialist Leadworker	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9103JB	Judicial Specialist Senior	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9205JB	Judicial Specialist Supervisor	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9405JB	Language Access Coordinator	E	Professional	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1074JB	Law Clerk - Appellate Law Clerk 2 (U)	NC**		KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	1073JB	Law Clerk - Appellate Law Clerk 3 (U)	NC**		LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1075JB	Law Clerk 1 (U)	NC**		JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	1076JB	Law Clerk Senior (U)	NC**		KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9301JB	Law Librarian 1	E	Professional	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9303JB	Law Librarian 1 (U)	E	Professional	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9302JB	Law Librarian 2	E	Professional	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9304JB	Law Librarian 2 (U)	E	Professional	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9305JB	Law Librarian Senior	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9306JB	Law Librarian Senior (U)	E	Professional	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	9460JB	Legal Office Specialist	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9300JB	Library Technician	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9008JB	Magistrate Court Standardization Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	8610JB	Magistrate DWI Drug Court Program Coordinator	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8600JB	Magistrate DWI Drug Court Program Supervisor	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	1250JB	Maintenance Worker	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	9294JB	Management Analyst	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9099JB	Managing Court Reporter	E	Admin	JJ/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9660JB	Network Systems Administrator	C/E	Computer	II/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9665JB	Network Systems Administrator Senior	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339

LAST REVISED: FY2025 NMJB Job Classification & Pay Schedule eff 7-25-2024

*Paid by SC Order **Not-Covered - personal staff of Judges
Final FLSA status should be determined by individual's duties

C - FLSA Non-exempt
E - FLSA Exempt [IT positions must earn \$27.63+ to be exempt]

JUDICIAL BRANCH
State of New Mexico
JOB CLASSIFICATION AND PAY SCHEDULE
Based on 2080 Hours

Effective July 1, 2024 - June 30, 2025
FISCAL YEAR 2025

Jobs are classified unless noted otherwise; at-will = (U) Range movement of 3% upwards effective July 6, 2024. Max of range increased to 160% on 1/20/2022. This schedule will be updated based on classification studies, audits or salary surveys.						HOURLY RATE			BI-WEEKLY RATE			ANNUAL SALARY RANGE		
SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	
#REF!	9448JB	Paralegal (U)	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9447JB	Paralegal	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8768JB	Pretrial Electronic Monitoring & Supervision Leadworker	C		JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	8766JB	Pretrial Electronic Monitoring & Supervision Officer	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8767JB	Pretrial Electronic Monitoring & Supervision Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	8745JB	Pretrial Program Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	8765JB	Pretrial Services Officer 1	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	8760JB	Pretrial Services Officer 2	C		II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	8755JB	Pretrial Services Officer Leadworker	C		JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	8750JB	Pretrial Services Supervisor	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	2565JB	Procurement Specialist	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9415JB	Program / Project Coordinator	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9414JB	Program / Project Specialist	C		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	9410JB	Program Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9400JB	Project Manager	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9602JB	Public Information Officer (PIO) (U)	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	1210JB	SC Building & Grounds Asst. Superintendent	E	Admin	HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
#REF!	1201JB	SC Building & Grounds Superintendent (Classified)	E	Admin	II	\$23.785	\$29.731	\$47.570	\$1,902.80	\$2,378.48	\$3,805.60	\$49,473	\$61,840	\$98,946
#REF!	9670JB	Software Applications Developer	C/E	Computer	II/KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643
#REF!	9675JB	Software Applications Developer Senior	E	Computer	KK/MM	\$37.582	\$46.977	\$75.163	\$3,006.56	\$3,758.16	\$6,013.04	\$78,171	\$97,712	\$156,339
#REF!	9680JB	Software Development Manager	E	Computer	LL/NN	\$40.198	\$50.248	\$80.397	\$3,215.84	\$4,019.84	\$6,431.76	\$83,612	\$104,516	\$167,226
#REF!	9847JB	Special Commissioner (U) may be paid up to 80% of District Court Judge	E	Professional	YY	may earn up to \$66.54			may earn up to \$5,019.22			may earn up \$130,499.77		
#REF!	9309JB	State Law Librarian (U)	E	Exec	OO	\$44.000	\$55.000	\$88.000	\$3,520.00	\$4,400.00	\$7,040.00	\$91,520	\$114,400	\$183,040
#REF!	9431JB	Statewide Facilities Manager	E	Admin	LL	\$34.788	\$43.485	\$69.576	\$2,783.04	\$3,478.80	\$5,566.08	\$72,359	\$90,449	\$144,718
#REF!	2570JB	Storekeeper	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	2580JB	Support Services Manager	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	1234JB	Supreme Court Facilities Manager (U)	E	Admin	KK	\$30.443	\$38.054	\$60.886	\$2,435.44	\$3,044.32	\$4,870.88	\$63,321	\$79,152	\$126,643

LAST REVISED: FY2025 NMJB Job Classification & Pay Schedule eff 7-25-2024

JUDICIAL BRANCH
State of New Mexico
JOB CLASSIFICATION AND PAY SCHEDULE
Based on 2080 Hours

Effective July 1, 2024 - June 30, 2025
FISCAL YEAR 2025

Jobs are classified unless noted otherwise; at-will = (U) Range movement of 3% upwards effective July 6, 2024. Max of range increased to 160% on 1/20/2022. This schedule will be updated based on classification studies, audits or salary surveys.						HOURLY RATE			BI-WEEKLY RATE			ANNUAL SALARY RANGE		
SPEC	JOB TITLE	FLSA (typically)	FLSA Exemption (typically*)	Range	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	Min 80% (based on pay range)	Compa Ratio of 100%	Max 160%	Min 80% or NM Minimum Wage	Compa Ratio of 100%	Max 160%	
#REF!	9121JB	Supreme Court Security Officer	C		EE	\$15.699	\$19.624	\$31.398	\$1,255.92	\$1,569.92	\$2,511.84	\$32,654	\$40,818	\$65,308
#REF!	9122JB	Supreme Court Security Officer Leadworker	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9123JB	Supreme Court Security Officer Supervisor	C/E	Admin [EE must earn \$21.10 or more an hour to be exempt]	GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	9060JB	Surveillance Officer	C		FF	\$17.006	\$21.258	\$34.013	\$1,360.48	\$1,700.64	\$2,721.04	\$35,372	\$44,217	\$70,747
#REF!	9065JB	Surveillance Officer Leadworker	C		GG	\$18.824	\$23.530	\$37.648	\$1,505.92	\$1,882.40	\$3,011.84	\$39,154	\$48,942	\$78,308
#REF!	1310JB	Training Coordinator	E	Admin	JJ	\$27.054	\$33.818	\$54.109	\$2,164.32	\$2,705.44	\$4,328.72	\$56,272	\$70,341	\$112,547
#REF!	9020JB	Trial Court Administrative Assistant (U) (TCAA)*	NC**		HH	\$21.106	\$26.382	\$42.211	\$1,688.48	\$2,110.56	\$3,376.88	\$43,900	\$54,875	\$87,799
Legend														
C	FLSA nonexempt (Covered)				NC**	Not Covered - personal staff of Judges FLSA § 3€(2)(C)(i)(II) (TCAAs and Appellate Paralegals only)								
E	FLSA exempt				NOTE: JOBS: IT Job Classifications paid below \$27.63 are Covered, paid more than \$27.63 are Exempt. Eff 7/1/2024: Employees paid less than \$43,888 or \$21.10/hour are covered under the FLSA (this change affects the Officer Supervisor & Court Security Officer Supervisor). Eff 1/1/2025: Employees paid less than \$58,656 or \$28.20/hour are COVERED under the FLSA.									
Final FLSA Status should be determined by the individual's job duties						*At-will judges staff paid by Supreme Court Order.								
NM Minimum Wage Increases														
2023 NM state minimum wage \$15.00 hour														

Recruitment

Request to post positions:

Please be sure to indicate the position #, position title, start and end date of posting, the target range (80 – 100% compa ratio), where the position will reside, and whom the applications should go. Please remember you cannot change the job description. You may add to the summary but it will need to be reviewed before the position is posted. The pay range will need to be on the posting, the target does not have to be.

AOC HRD does check to make sure the position is vacant. If the position is not vacant, please let us know when it will become vacant and include this in your request to post the position.

Screening applications

List of Eligibles:

Tier A – Applicant exceeds or meets the minimum qualifications.

Tier B – Applicant exceeds or meets minimum qualifications in education or experience but falls short in one (either education or experience).

Tier C – Does not meet the minimum qualifications as outlined in the job description (in both education and experience).

Education:

There is always an education substitution unless it is a professional position such as an attorney, doctor, etc.

Proof of Education – If proof of education is not submitted with the application/resume, please contact the applicant and ask them to provide one. If the applicant has been selected for an interview and has yet to submit proof of education, please note it on the list of eligibles. The applicant will need to provide proof of education at the interview (the manager will let the applicant know this when they are called for an interview).

Viewing of applications by the hiring manager – If the hiring manager requests to look at all applications please allow them to. At times, the hiring manager knows more about the position and what they are looking for then we do especially if it is a specialized position. After reviewing the applications, the hiring manager may request that an applicant in Tier B be moved to Tier A. The hiring manager will need to provide justification and documentation why the applicant should be moved to a higher tier. HR reviews and agrees/disagrees.

List of Eligibles – Send all Tier A and Tier B applications to the hiring manager for review. Do not hold back applications if an applicant has not submitted information that could be obtained at the interview. Before a Tier B applicant can be interviewed, all Tier A candidates will need to be interviewed.

If you have an internal candidate, it is courtesy to interview them. We do this at AOC HRD.

AOC HRD Recruitment & Selection Tracking Sheet

Please see the attached tracking sheet that will help us through the entire recruitment process. The tracking sheet will ensure that all the information required for a recruitment is in one place to include the correct task profile, approvals, confirmations, etc. Below are the steps to ensure the tracking sheet is complete in its entirety. We will begin to use this tracking sheet immediately.

1. The top portion of the form will need to be completed as soon as we know of an upcoming vacancy. The AOC HR Administrator will complete the tracking sheet for any vacant positions in the AOC and COA. They are responsible for terminations, transfers out, retirements, etc. They will attach the resignation notice to the green tracking sheet.
2. The AOC HR Administrator will maintain a tickler file where she will keep all the tracking sheets until a request to recruit for the position is made. The tickler file will be kept in a place where it is accessible to everyone. As soon as the tracking sheet is created the AOC HR Administrator will take the tracking sheet to Fiscal, so that they may confirm that the task profile we had for the previous incumbent is still the correct one. Fiscal will need to date and sign the form at the top confirming the task profile. As soon as we are aware of an upcoming vacancy and a tracking sheet has been created The AOC HR Administrator will contact the hiring manager asking when they want to begin recruitment, how many days they want to advertise for (minimum is 5 days), internal to the judiciary (justice wide) or external, any newspaper ads wanted, etc. These communications will be clipped behind the tracking sheet. An education substitution is allowed for all jobs other than Directors, CEOs, and Attorneys. Always ask the hiring manager by email if they want the substitution in the job posting, and attach the hiring manager's response to the green tracking sheet.
3. The AOC HR Administrator will begin the recruitment process and will update the tracking sheet with all the necessary and requested information. After the job has been posted, and newspaper ads, and etc., are running the tracking sheet along with a copy of the job posting, the resignation letter, all communications regarding the posting, and any other relevant recruitment documents shall be placed in the recruitment file. The posting will indicate that the applications should be sent to AOC HRD.
4. The AOC HR Administrator will screen the applications as they come in, and review and request any missing information.
5. When the job advertisement closes, the AOC HR Administrator will create the list of eligibles and then send the list to the Hiring Manager. They will ensure that the tracking sheet is completed as it applies to this step.
6. When AOC HRD receive the Hiring Packet from the hiring manager they will continue to complete the tracking sheet as it applies to this step. When the hiring packet has been prepared it is submitted to the AOC HR Deputy Director for review, to include the tracking sheet which by this point should only require signatures.

7. When all signatures for approval are received the tracking sheet will be submitted to Fiscal for review. The AOC HR Administrator will ensure that the task profile is reviewed and confirmed by the approver. The box must be checked off, signed and dated.
8. The AOC HR Administrator will notify the manager that the hire packet has been approved with the effective date of hire. The email will include the offer letter and new hire documents. The offer letter must be signed, dated, and returned to AOC HRD as soon as possible. The completed hiring documents will need to be submitted to AOC HRD by the date specified in the email.
9. AOC HRD will work closely with the hiring manager to ensure the signed offer letter and hiring documents have been received. The AOC HR Administrator will email the hiring manager when the employee has been entered in SHARE and will provide the Employee ID. The hiring manager will also be notified the due dates for the performance plan, interim evaluation, and the end of probation evaluation.

Previous Incumbent:

Vacant Date:

AOC or COA HRD TRACKING SHEET - Recruitment & Selection

Rev: 1/2020

K:\RECRUITMENT & LIST ELIGIBLES & JOB POSTINGS\Tracking Sheet

Classification: _____ TASK PROFILE: _____ General Fund or Other State Fund: _____ Perm or Term: _____ FSD confirm task profile, GF or OSF and Perm or Term prior to recruitment*: _____ <table border="1"> <tr> <td style="width: 50%; text-align: center;">Name</td> <td style="width: 50%; text-align: center;">Date</td> </tr> </table> *IF WEP POSITION N/A – ALL FUNDED 9126	Name	Date	OL #: 21800-
	Name	Date	
	PERM #:		
	LOCATION:		
HIRING MANAGER:			
	PROJECTED HIRE DATE:		
	PROJECTED PAY RATE :		

JOB CODE:	POSITION STATUS:		
PAY RANGE:	MIN:	MID:	MAX: \$
REQUEST TO RECRUIT & HIRE:	DATE RECEIVED:		
REQUESTOR:	TARGET PAY RATE: \$		
RECRUITMENT		DATE LIST CERTIFIED & SENT TO HIRING MGR:	
DATES OF RECRUITMENT:			
DATES OF RE-ADVERTISEMENT: _____ TO _____		LIST EXPIRES: (160 DAYS):	
NEWSPAPER AD: _____ (DATES AND NEWSPAPER)		2nd RECRUIT/LIST SENT TO HIRING MANAGER:	
DATE ENTERED INTO JOBS.NMCOURTS.GOV/EDITOR:		2ND LIST EXPIRES:	

CURRENT EMPLOYEE INFORMATION - State Employee Yes _____ No _____		
NAME:	EMPLOYEE ID #:	
CURRENT EMPLOYER & JOB TITLE:		
CURRENT HRLY RATE:	CURRENT PAY RANGE:	CURRENT POSITION STATUS:
PROPOSED EMPLOYEE INFORMATION – Effective Date: _____		
PROPOSED HOURLY RATE:	PERCENTAGE INCREASE:	PROPOSED COMPA RATIO:

FINAL AOC APPROVALS		
	Hourly Rate	Signature & Date
DIVISION DIRECTOR		
AOC CFO - *INCL CONFIRMATION OF TASK PROFILE ID LISTED ABOVE *		
AOC HR DIRECTOR		
AOC DIRECTOR		

FINAL HOURLY RATE APPROVED:

EXCEPTION REQUEST (EXPLAIN): _____ **YES** **NO** **SIGNATURE:** _____

AOC HR APPLICATION/RESUME CHECK LIST

TIER RATING: A

POSITION APPLIED FOR: _____

JUDICIAL ENTITY: _____ **POSTED:** _____

APPLICANT'S NAME: _____

INSTRUCTIONS: Check boxes YES or NO for items listed below. If NO is checked the application may be rejected. AOC HR Administrators should use their discretion if a NO is indicated for questions 1, 2(a) and 4.

Is Application/Resume typed or printed legibly in black or blue ink?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

Is each Application/Resume for a current advertised position using the exact NM Judicial Branch title from the vacancy announcement?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

Is the Application/Resume stamped in on or before the advertised closing date?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

Is the employment information complete? (If a resume was submitted, reference Resume Supplemental Form Instructions.)	YES <input type="checkbox"/>	NO <input type="checkbox"/>
---	---------------------------------	--------------------------------

Is applicant's proof of education or required certifications attached upon submittal?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
---	---------------------------------	--------------------------------

Is Application/Resume Supplemental Form signed and dated by applicant?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

ADDITIONAL APPLICANT INFORMATION

Is applicant legally authorized to work in the USA?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
---	---------------------------------	--------------------------------

Has applicant had prior NM Judicial Branch employment?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

Does applicant have a domestic partner, spouse, family members, and/or household members currently employed by the NM Judicial Branch?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
--	---------------------------------	--------------------------------

APPLICATION/RESUME ACCEPTED	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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WORK HISTORY:

ADDITIONAL COMMENTS:

HR Administrator: _____ **DATE:** _____



Administrative Office of the Courts

Supreme Court of New Mexico

HUMAN RESOURCES DIVISION EMPLOYEE HIRE CHECKLIST

Instructions: The HRD – Employee New Hire Checklist **is required** each time an employee is newly hired, rehired, or transferred from a government entity. After a particular section has been completed, the person who completed the section should initial and date the form and forward it on to the next person. When the entire checklist is completed, the form will be placed in the employee’s personnel file.

Section I. Employee and Classification Information (Initial & Date Upon Completion)	
Employee Name:	Start Date: Circle One: New Hire/Re-Hire/Transfer
Transferring Agency, if applicable:	Date Inter-agency Re-hire/Transfer Form sent:
Supervisor/Manager:	Division:
Employee ID #:	Position #:
Hourly Rate: \$	Department #:
Date signed offer letter returned (including I-9 and documents) to AOC HRD:	If a transfer/rehire: -Remind transferring agency if employee has any Comp Time balances to be sure it is paid out prior to transfer -Receive approval from Admin Authority for any annual leave below 240 hours that will be carried over. -Remove any Personal Holiday if from another branch of government.
Date Informed Supervisor to activate Employee in the Performance Evaluation System (copy aochrd-grp in the email): If a transfer, date updated the information in the Performance Evaluation System:	Date Performance Plan is due (90 days from date of new hire or rehire) and/or Date Interim and End of Probation Evaluation is due (if transfer/promotion within the judiciary this would be based on their initial start date with the judiciary):

	Initial	Date
Section II. a) SHARE Entry Initial & Date Upon Completion		
For New Hires/Rehires/Transfers:		
Enter or Confirm Personal Data		
Enter or Confirm Emergency Contact		
Enter Job Data; Work Location tab, Job Info. tab, Payroll tab, Salary Plan tab, and Compensation tab using the SHARE HR Transaction Job Aid		
Enter Benefits Program Participation information: BAS Group ID (enter NMS), eligibility field 1: (enter; A, B, or C); eligibility field 3; enter SPLAN 3 (If ERB retiree: enter RETIRE)		
Confirm the Seniority Pay Calc date is the date the employee entered the classification. Update, if necessary. Remove Probation Date if applicable.		

Confirm the Judiciary Service date (Professional Experience date in SHARE)_ is the cumulative date the employee has worked for the judiciary. Update if necessary.		
Enter Time and Labor Data; Effective date, status must equal "active", workgroup, taskgroup and task profile ID Workgroup AOCNP8HRS should be assigned based on classification: <ul style="list-style-type: none"> • 218OT40HRS for non-exempt employees • 218CT80HRS for exempt employees • AOCNP80HRS for At-will employees excluding Admin Assistants and Bailiffs 		
Add Additional Time Approvers – Under Maintain Time Reporter Data Effective Date – Use the beginning of the pay period or date of hire or date of transfer and ensure the "Reports to" is the approver. If not let Sam know to update. Enter Position # for the following to become additional time approvers: <ul style="list-style-type: none"> • Supervisor's Supervisor, if applicable • Division Director 		
Enter/Verify Employee Pay Data:		
Enter/Verify Tax Information: W-4		
Enter/Verify Deductions: workers' comp employee and state, deferred comp and union dues		
Enter/Verify Direct Deposit Information: ensure that "Suppress DDP Advice Print" is NOT checked		
Update Payroll Options: Primary Pay Group – AOC, Mail Drop ID: 2181390100		
Assign Work Schedule: 400088888		
Verify leave balances are zero for new and rehired employees or for transfers annual leave balances below 240 hours must be paid out and no personal day unless transferring within the judiciary, and no comp time or premium bank OT. Print a copy of the timesheet showing balances.		

	Initials	Date
Section III. Other items to be completed (Initial & Date Upon Completion)		
Date SHARE Security Access form completed & submitted to the share.security@doit.nm.gov :		
Add to Employee Recognition Log.		
Add Employee to New Employee Orientation Log. Date Scheduled: _____		
Verify Benefits Service Date is accurate, if not review prior state service and complete cumulative leave worksheet prior to pay period ending . Send to AOC Statewide Project Manager or designee for analysis, confirmation, approval, and memo.		
Date both Application for PERA and PERA Beneficiary Designation Form sent to PERA (noreply.records@pera.nm.gov) and place a copy in the employee file.		
If this is an internal transfer or promotion or otherwise results in a pay rate change, send a completed PERA Pay Rate Change Form to PERA (noreply.records@pera.nm.gov) and place a copy in the employee file.		
Date Life Insurance Beneficiary Form sent to ERISA (fax: 505-244-6009/email: sonm@easitpa.com) :		
Create New Employee Orientation Checklist and add copies of forms already submitted by employee. Email the NEO checklist to the NEO trainer and save to K:\ORIENTATION\Orientation Packet&Checklist\NEO Checklist		

	Initials	Date
Section IV. Judges and Attorneys Only Initial & Date Upon Completion.		
Completed by:		
Date Judges Disability Enrollment or Change Form (including Waiver) received and given to the AOC HR Services Manager or designee:		

Administrative Office of the Courts

Hiring Documentation, Salary Placement Memo & Justification including checklist

Hiring Supervisor:	Date:
Telephone #:	Division:

POSITION INFORMATION: [Hiring Supervisor must complete yellow highlighted sections]

Position Title:	Pay Range:
PERM #:	OL #: 21800- Location:

CANDIDATE INFORMATION:

Name:	Current Hourly Rate:
Address:	
Judicial or State Employee? <input type="checkbox"/> YES <input type="checkbox"/> NO If yes, with what Judicial Entity or state Agency? Current Job Classification? Position Status? [PERM, TERM, TEMP]	Employee ID or SS#:
If not State Employee Current Job Title:	
Recruitment Dates:	

PROPOSED INFORMATION:

Percentage of Increase:	Dollar Amount of Increase:	Proposed Hrly Rate: \$
Proposed Compa-ratio: (Proposed hrly rate ÷ by midpoint of payband.)	Pay Range Minimum: Range 100%:	Start Date:

Hiring Supervisor must complete yellow highlighted sections

Additional sheets may be attached if necessary.

Attachments: Candidate application/resume, transcripts, licensure (*if applicable*).

cc: AOC Human Resources Hiring File ONLY

CANDIDATE INFORMATION:

Selected Candidate's Educational Background:

Does the candidate meet the minimum educational qualifications of the position?
 YES NO [If no, contact HR to discuss options]

Selected Candidate's Experience:

Does the candidate meet the minimum experience qualifications of the position?
 YES NO [If no, contact HR to discuss options]

Additional Skills, Knowledge and Abilities of Selected Candidate Relevant to Position:

Salary Comparison & Placement Recommended for Selected Candidate Based on Education & Experience:

[Minimum of pay range is entry level, midpoint is full performance, above midpoint is mastery of position]

Name	Hourly Rate

INTERVIEW NOTES:

List of individuals participating in interview panel: (A panel must have 3 or more participants & must remain the same for all interviews.)

List of individuals interviewed: (Include date & time)

Please attach a copy of interview questions and notes for every candidate interviewed.

Hiring Supervisor must complete yellow highlighted sections
Additional sheets may be attached if necessary.
Attachments: Candidate application/resume, transcripts, licensure (if applicable).
cc: AOC Human Resources Hiring File ONLY

Hiring Packet Checklist

To be completed by Hiring Supervisor:

The following documents must be submitted with Hiring Packet for recommended hire.

- AOC Hiring Documentation, Salary Placement Memo & Justification including this Checklist.
- Include additional documents candidates may have submitted during interview such as: resume. Reference letters, etc.
- Is the selected candidate a family member, domestic partner or household member of a Judicial Branch employer or Judge? If yes, explain: _____
- Copy of Interview Questions and all interview notes. (All candidates should be asked the same questions).
- Scoring Criteria if applicable.
- 3 Professional References (recommend using template provided) ***Professional reference must be a supervisor or manager who can vouch for the employees work performance. Additional work references may be used in lieu of a supervisor if the employee has less than three workplaces or is unable to contact a supervisor from a specific workplace. Two co-workers may equal one professional reference.**
- Copy of Thank you letters to those not selected. Attached to front of individual applications. Do not send out non-selection letters until hire packet is officially approved and the selected candidate has accepted offer letter prepared by HRD. If internal candidate is selected, and internal candidates have applied ensure offer is discreet and internal non-selected candidates are provided notice (e-mail, phone or mail) promptly. (Recommend using rejection letter template provided; if unsure please call HRD).
- ❖ Before interviewing B or C ranked candidates interview all A ranked candidates or discuss with HRD for additional options.
- ❖ Exception to the above ~ Internal candidates should be extended an offer of an interview regardless of ranking.

To be completed by HRD:

The below items are required to process and complete a hiring request.

Interviews:

1. Were all in-house candidates interviewed? Yes No N/A ~ If no ~ why not? _____
2. Were at least 5 people interviewed? Yes No N/A ~ If no ~ why not? N/A = less than 5 applied or accepted interviews, etc. _____
3. Are all interview notes and questions attached? Yes No
4. Were all candidates asked the same interview questions? Yes No. Were all interview questions job related? Yes No ~ If no to either why not? _____
5. Did any of the interview questions ask for personal information (age, religion, etc.)? Yes No
6. Were the same 3 panel members at each interview? Yes No

References:

7. Were 3 employment references contacted for the top candidate(s) (regardless of in-house)? Yes No

Hire Justification/Paperwork:

8. Does the candidate meet the education & experience as advertised? Yes No if no ~ is exception requested/approved? Yes No

HRB Provided Documents and/or Information:

9. Attach copy of job description and job posting(s).
10. Is the candidate a family member, domestic partner or household member of a Judicial Branch employer or Judge? If yes, explain: _____

Completed by: _____

Hiring Supervisor must complete yellow highlighted sections

Additional sheets may be attached if necessary.

Attachments: Candidate application/resume, transcripts, licensure (*if applicable*).

cc: AOC Human Resources Hiring File ONLY

Employment Verification

Telephone Reference Check

(Minimum of 3 employment references required for selected candidate.) *Professional reference must be a supervisor or manager who can vouch for the employees work performance. Additional work references may be used in lieu of a supervisor if the employee has less than three workplaces or is unable to contact a supervisor from a specific workplace. Two co-workers may equal one professional reference. Please call AOC HRD with questions or should you need assistance.

Applicant's Name:

Past Employer

Current Employer

Reference Name:

Reference's Title:

Reference's Relationship to Applicant & Employer:

Applicant's Employment Start Date:

End Date:

Applicant's Title & Duties:

Overall Performance:

Strong Points:

Weak Points:

Reason for Leaving:

This job requires regular interaction with judges and other court personnel. Do you believe this applicant can perform successfully in this type of work environment and represent the Judiciary in a professional manner?

How would you describe this applicant's work ethic in terms of: Follow through?

Dependability?

Loyalty to the Organization?

How would you describe this applicant in terms of:

Attention to Detail?

Ability to perform work independently?

Being a team player, ability to work with others?

Attendance & Punctuality?

Would reference recommend candidate for the position?

Yes No

If not, why?

Additional job related questions:

Reference Done By:

Date:

Rejection Letter Samples

Send Rejection Letters Promptly after your selected candidate accepts the position. You may send the communication by E-mail or regular mail. If there are other internal candidates notify them as soon as possible and ensure your selected candidate uses discretion allowing you time to contact them before notifying others.

APPLICANT INTERVIEWED BUT NOT SELECTED:

Date

Name/Address

Dear Ms. Smith:

We want to thank you for your consideration of the Judicial Branch as an employer and your interview for the <<XXX>> position with the <<Division/Program>> in <<Santa Fe>>, New Mexico. Unfortunately, you were not chosen for the position.

We hope you will continue to look at the Job Opportunities on the Administrative Office of the Courts website at <http://www.nmcourts.gov/jobs/jobselectpage.php> and wish you the very best in your future employment endeavors.

Please feel free to contact me at (555)-555-5555 if you have any questions.

Sincerely,

Name/Title

cc: Recruitment File

APPLICANT NOT INTERVIEWED AND NOT SELECTED:

Date

Name/Address

Dear Ms. Smith:

Thank you for your interest in the <<XXX>> position with the <<Divison/Program>> in <<Las Cruces>>, NM.

We regret to inform you that another candidate has been selected to fill this vacancy. Please know that this in no way is a reflection of your documented knowledge and experience. We were very fortunate to have had a large number of qualified and excellent candidates apply.

Thank you for your consideration of the Judicial Branch as an employer and we wish you the best in your future employment endeavors.

Sincerely,

Name/Title

cc: Recruitment File

If you receive calls from candidates you can verbally tell them what is in the letter. If they ask you why refrain from giving to many details, call HR if you have questions.

Hiring Supervisor must complete yellow highlighted sections

Additional sheets may be attached if necessary.

Attachments: Candidate application/resume, transcripts, licensure (*if applicable*).

cc: AOC Human Resources Hiring File ONLY

CONSIDERATIONS IN MAKING SALARY DECISIONS

PERFORMANCE: The selected candidate should be paid based upon anticipated job performance commensurate with his/her years of applicable experience, or demonstrated performance within the Judicial Branch; and his/her job skills and competencies as identified by the hiring supervisor, manager, and judge.

SALARY PLACEMENT: The selected candidate's appropriate placement within the salary pay range should reflect consideration of internal court pay equity, division budgetary limitations, external market competitiveness and the business needs of the Judicial Branch.

Appropriate placement is a value, established or anticipated, of a selected candidate's contribution relative to the value of the full scope of duties and responsibilities of the job. (Compa Ratio is proposed hourly rate divided by 100% compa ratio.)

No candidate/employee will be paid at a salary below the minimum or above the maximum of a salary pay range unless provided for in the New Mexico Judicial Branch Personnel Rules. **Reference NMJBPR 3.03, regarding PAY.**

APPROVALS: The AOC Human Resources Director, Fiscal Division Director and Magistrate Court Division, Directors will review all hires prior to any employment offer. The final decision is made by the Administrative Authority, the AOC Director.

No verbal job offers should be made without final approvals.

DOCUMENTATION OF SALARY REQUESTS: Each salary request should be documented on the Hiring Documentation & Salary Placement Form, and supported by associated documentation in the Hiring Package.

AOC APPLICANT LIST OF ELIGIBLES

NM Judicial Branch

Section 1.			
POSITION APPLIED FOR:	STATUS:	POSITION #:	JUDICIAL ENTITY: AOC
POSTED DATES:	AOC HR ADMINISTRATOR:		DATE EVALUATION COMPLETED:

INSTRUCTIONS: Please attach a copy of the job description. Evaluate the Applicant's Resume or Application against the job description. Names in Tiers should be in alphabetical order (not ranked). At your discretion, you may select from Tier A and Tier B to interview. Notes may include information regarding certifications; prior NM Judicial Branch employment; domestic partner, spouse, family members, and/or household members employed by the NM Judicial Branch. Send this completed List of Eligibles along with Applications/Resumes for those in Tier A and B to hiring manager.

Section 2.
NOTE: You may receive the applications from candidates who did not sign their applications, did not take the typing test or took it late, and who may have fallen one month or so short on experience. Should you decide to hire one of these applicants they must rectify the deficiency, (i.e., submit a qualifying typing test, sign their application), prior to submittal of the hire paperwork to AOC HRD. Before interviews are conducted please submit to your HR Administrator the list of candidates that you will be interviewing, when the interviews will be conducted, a list of who will be on the interview panel, and the interview questions for review. You may extend the courtesy of an interview of internal applicants (internal to AOC only). Should the internal candidate fall below the minimum qualifications and you are interviewing them please let them know they do not meet the minimum qualifications.

Section 3.

TIER A - Exceeds or Meets the Educational and Experience Requirements as specified on the Job Description under Education and Experience

Last Name	First Name	Education (List)	Years of Field Specific Experience	Additional Year's Experience	Notes	Internal Judiciary Candidate? Yes or No If yes, include their judicial entity and current pay range and whether this would be a lateral transfer, promotion or voluntary class reduction if selected and the NMJB rule
		>Juris Doctor >Masters >Bachelors >Associates >High School Diploma	> 0 yrs. 0 mos. ~ (currently employed) Company Name; Job Title		Total Years Experience 0 yrs. 0 mos. *Notes about candidate	

TIER B - Exceeds or Meets Minimum Qualifications in Education OR Experience, but falls short in one (either Education or Experience). Please specify how short the candidate is for example; short one semester of completing a bachelor's degree in Criminal Justice or short 1 year and 2 months of required experience).

Last Name	First Name	Education (List)	Years of Experience in a Related Field	Additional Year's of Experience	Notes	Internal Judiciary Candidate? Yes or No If yes, include their judicial entity and current pay range and whether this would be a lateral transfer, promotion or voluntary class reduction if selected and the NMJB rule

TIER C - Does not meet the minimum qualifications as outlined in the job description under Education and Experience. Falls short in both categories. May also be "C" banded for a significantly incomplete Application/Resume. MAY be interviewed if they meet the criteria noted in Section #2 above. Should you decide to hire one of these applicants they must rectify the deficiency prior to submittal of hire paperwork to AOC HRD, (e.g., take typing test, sign application, etc). All other Tier "C" candidates may not be considered for an interview unless an exception from the AOC Director is requested and approved.

Last Name	First Name	Education	Years of Applicable Experience	Additional Year's of Experience	Notes	Internal Judiciary Candidate? Yes or No If yes, include their judicial entity and current pay range and whether this would be a lateral transfer, promotion or voluntary class reduction if selected and the NMJB rule

**APPLICANT
LIST OF ELIGIBLES**

NM Judicial Branch
AOC HRD

FOR JUDICIAL SPECIALIST 2s ONLY

POSITION APPLIED: Judicial Specialist 2 #	STATUS: Full-time/PERM	JUDICIAL ENTITY:
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POSTED:	AOC HR ADMINISTRATOR:	Date:
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INSTRUCTIONS: Please attach a copy of the job description. Evaluate the Applicant's Resume or Application against the job description. Names in Tiers should be in alphabetical order (not ranked). At your discretion, you may select from Tier A and Tier B to interview. Notes may include information regarding certifications; prior NM Judicial Branch employment; domestic partner, spouse, family members, and/or household members employed by the NM Judicial Branch; felony, larceny or misdemeanor convictions, indictment or charges. Send this completed List of Eligible along with Applications/Resumes for those in Tier A and B to hiring authority.

TIER A - Exceeds or Meets the Educational and Experience Requirements as specified on the Job Description under Education and Experience

JOB RELATED MINIMUM QUALIFICATIONS:

Education: A high school diploma or GED.

Education Substitution: None.

Experience: Two (2) years of experience in court case processing, a legal secretarial or related field such as advanced customer service, data processing, and banking/financial experience.

Experience Substitution: Attainment of the Judicial Studies Certificate will substitute for one (1) year of experience. Additional post-secondary education in a related field may substitute for up to one (1) year of experience. Thirty (30) semester hours equals one (1) year of experience.

Last Name	First Name	Education: Do they have a High School Diploma or GED? YES/NO	Meets Minimum Experience Requirements? YES/NO	Current Judiciary Employee? YES/NO	Notes: TYPING TEST? YES/NO If applicant does not have typing test, they must submit one if selected for an interview.
		Yes	Yes	No	TYPING TEST: YES/NO OTHER:
		Yes	Yes	No	TYPING TEST: YES/NO OTHER:

TIER B - Exceeds or Meets Minimum Qualifications in Education OR Experience, but falls slightly short in one (either Education or Experience)

Last Name	First Name	Education: Do they have a High School Diploma or GED? YES/NO	Meets Minimum Experience Requirements? YES/NO	Current Judiciary Employee? YES/NO	Notes: TYPING TEST? YES/NO If applicant does not have typing test, they must submit one if selected for an interview.
					TYPING TEST: YES/NO OTHER:

TIER C - Does not meet the minimum qualifications as outlined in the job description under Education and Experience. **Falls short in both categories.** May also be C banded for a significantly incomplete Application/Resume. **MAY be interviewed if they meet the criteria noted in Section #2 above - CONTACT HR BEFORE INTERVIEWING.** Should you decide to hire one of these applicants they must submit a qualifying typing test, sign their application, and reify the deficiency prior to submittal of hire paperwork to AOC HRD. All other Tier C candidates may not be *considered for an interview unless an exception is requested and approved.*

Last Name	First Name	Education: Do they have a High School Diploma or GED? YES/NO	Meets Minimum Experience Requirements? YES/NO	Current Judiciary Employee? YES/NO	Notes: TYPING TEST? YES/NO If applicant does not have typing test, they must submit one if selected for an interview.
					TYPING TEST: YES/NO OTHER:

Telephone Reference Check

(Minimum of 3 employment references required for selected candidate.) *Professional reference must be a supervisor or manager who can vouch for the employees work performance listed on the APPLICATION FOR EMPLOYMENT for which the applicant checked "YES" to the question: MAY WE CONTACT THIS EMPLOYER?". Additional work references may be used in lieu of a supervisor if the employee has less than three workplaces or is unable to contact a supervisor from a specific workplace. Two co-workers may equal one professional reference. Please call AOC HRD with questions or should you need assistance.

Applicant's Name:

Past Employer

Current Employer

Reference Name: Reference's Title:

Reference's Relationship to Applicant & Employer:

Applicant's Employment Start Date:

End Date:

Applicant's Title & Duties:

Overall Performance:

Strong Points:

Weak Points:

Reason for Leaving:

This job requires regular interaction with judges and other court personnel. Do you believe this applicant can perform successfully in this type of work environment and represent the Judiciary in a professional manner?

How would you describe this applicant's work ethic in terms of:

- Follow through?
- Dependability?
- Engagement, Productivity, & Commitment to achieving organizations goals?

How would you describe this applicant in terms of:

Attention to Detail?

Ability to perform work independently?

Being a team player, ability to work with others?

Attendance & Punctuality?

Would reference recommend candidate for the position?

Yes No

If not, why?

Additional job related questions:

Reference Done By:

Date:

Administrative Office of the Courts

Supreme Court of New Mexico

NAME, Director
NAME, HR DIRECTOR



COURT ADDRESS
COURT ADDRESS
PHONE #
www.nmcourts.gov

DATE

<<name>>
<<address>>
<<address>>

RE: EMPLOYMENT OFFER LETTER – NEW HIRE ~ [Career Position]

Dear M. <XX>,

On behalf of the Administrative Office of the Courts, I am pleased to offer you the position of [NAME OF POSITION]. This is a full-time classified position for the [NAME OF DIVISION] in [CITY], New Mexico. You will report directly to [NAME OF SUPERVISOR, JOB TITLE]. The salary for this position is \$xx.xxx per hour or \$xx,xxx.xxx per year.

Your hire effective date is Saturday, <XXX>, and your first day of work is Monday, <XXX>.

Your job classification information is as follows:

Job Classification: [NAME OF POSITION] (XXXXJB)

Organizational Listing (OL) Number: 21800-xxxxxxxx-xx; Position: #xxxxxxx

Pay Range: MM/OO (\$36.289 - \$58.969)

Percent of time employed: 1.0 FTE / 100%

Position Status: Classified/TERM

FLSA Status: Exempt, entitled to overtime pay at straight time/Non-exempt, entitled to overtime pay at 1.5

Hiring Action: New Hire

This position is [exempt/non-exempt] from the Fair Labor Standards Act. There may be occasions when you are required to work more than [80 hours in a pay period/40 hours in a pay week]. When this occurs, you will accrue compensatory time in accordance with the New Mexico Judicial Branch Personnel Rules (NMJBPR), Part I, for Classified / Career Employees. Travel may be required for this position. This is a [CLASSIFIED/TERM] position, which means that you are subject to the NMJBPR, Part I except as the rules provide otherwise. [If new to the Judiciary]: As a new employee, you will serve a 12-month probationary period, after which time you will have access to the NMJBPR grievance process. [If a current judiciary employee who has worked 12 months]: As a current Judiciary employee, you have already completed your 12-month probationary period, you will not be required to complete another, and are considered a Career Employee.

Your normal work hours will be set and agreed to between [NAME OF SUPERVISOR] and yourself. You will accrue paid time off (PTO) in accordance with the rules. Please refer to the NMJBPR-1, which can be found at: <https://humanresources.nmcourts.gov/home/nm-judicial-branch-personnel-rules-policies/nmjb-personnel-rules-for-classified-employees/>. [For new employee]: You will be eligible for state-sponsored insurance benefits. [If a transfer]: Your insurance benefits as well as your PTO balance will transfer with you.

As a Judicial Branch employee, your participation in the Public Employees' Retirement Association is mandatory. Your portion of the PERA contribution will be automatically deducted from your paycheck at the rate of 10.92% of your gross pay each payday. In addition, there will be a mandatory after-tax deduction of 1% from your paycheck each payday for Retiree Health Care. Your first payday will be [DATE] and every alternate Friday thereafter.

Enclosed is an I-9, Employment Eligibility Verification form and a list of acceptable verification documents. Please complete Section 1 of the form and come prepared on your first day of work with the appropriate documents associated with your authorization to work in the United States. M. [NAME], Business Specialist II, will contact you to schedule your new employee orientation.

Also attached are the following forms, which need to be returned with your acceptance of this offer. A Personnel Data form, Payment Disposition or Direct Deposit Form with a voided check, New Hire Benefits Acknowledgement form, a 2024 W-4 form, a PERA Application for Membership, Beneficiary Designation form, Hartford Beneficiary Designation form, and a Fair Labor Standards Act Determination Letter.

I welcome you to the New Mexico Judicial Branch of New Mexico State Government and wish you success in your new position. **Please signify your acceptance of our offer by signing and returning this letter, with a completed I-9 Employment Eligibility Verification form and identification document(s).** You may return it by e-mail to aochrd-grp@nmcourts.gov. Please contact [NAME] at {PHONE #} or myself at [PHONE #] should you have any questions.

Sincerely,

NAME
JOB TITLE

- Attachment: I-9, Employment Eligibility Verification Form
Personal Data Form
Payment Disposition Form
2024 W-4 Form
PERA Application for Membership & Beneficiary Designation Form
New Hire Benefits Acknowledgement Form
Hartford Beneficiary Designation Form
Fair Labor Standards Act Determination Letter
Attorney/Judges Long Term Disability Info

*****PLEASE NOTE – You have 30 days to enroll in benefits, call HR should you need assistance*****

cc: Personnel File – NAME OF EMPLOYEE
JOB TITLE – NAME OF SUPERVISOR
Recruitment File

Accept Job Offer:

By signing and dating this letter below I ACCEPT this job offer and employment conditions as set forth in this letter.

Signature: _____ Date: _____

I am prepared to begin employment on: _____

Decline Job Offer:

By signing and dating this letter below I DECLINE this job offer.

Signature: _____ Date: _____

ADMINISTRATIVE ASSISTANT 2

GENERAL STATEMENT OF DUTIES

Acting under general direction organize the administrative activities of an office or special program, provide customer service, coordinate projects and perform clerical or administrative duties.

EXAMPLES OF JOB DUTIES

- The Administrative Assistant 2 is responsible for planning, organizing, and coordinating day-to-day project activities.
- Prepares and distributes materials, documents, copies, agendas and minutes.
- Drafts, proofreads, edits, disseminates and manages the timely processing of documents, correspondence, and records.
- Maintains rosters for committees or groups.
- Dockets or calendars deadlines and appointments.
- Coordinates and schedules meetings, facilities, training, testing, vehicles, travel, staff, video conferencing and teleconferences.
- Answers telephones, provides customer service and greets visitors.
- Manages and tracks information and data using electronic databases.
- Compiles and prepares statistical reports, certificates, fliers, brochures, and business cards.
- Manages and route files, information, mail, and records to appropriate destination.
- Monitors, tracks, refers and orients program participants.
- May maintain web site(s) or act as Information Technology site coordinator to provide technical assistance.
- Coordinates employee identification, security access, and validates parking.
- Serves as a liaison between committees, the public or other judicial entities.
- May provide notarization services.
- Provides assistance with budget or legislative projects.
- Tracks and prepares travel or other reimbursement requests.
- Coordinates services with outside agencies.
- Receipts, balances, reconciles and distributes all incoming monies.
- Trains employees in day-to-day procedures and office functions.
- Develops or analyzes procedures as needed.
- May be assigned supervisory duties under the mentorship of a supervisor or manager.
- Other duties as assigned.

WORK ENVIRONMENT AND PHYSICAL DEMANDS

The following functions are representative, but not all-inclusive of the work environment and physical demands an employee may expect to encounter in performing tasks assigned to this job. Work is performed in an office or court setting. A valid driver's license and travel may be required. The assigned work schedule may include nights, weekends, holidays and overtime. The employee must regularly interact positively with co-workers, clients, the public, and judges

and justices.

* This job description is ILLUSTRATIVE ONLY and is not a comprehensive listing of all functions performed

After reviewing the above and the Administrative Assistant 2 job description, are you able to perform the essential functions within the working conditions either with or without reasonable accommodation?

_____Yes

_____No

I hereby acknowledge that I have read and understand the above essential functions and working conditions for the position of Administrative Assistant 2:

Name (Print): _____

Signature: _____

Date: _____

Administrative Office of the Courts

Supreme Court of New Mexico

NAME, Director
NAME, HR Director



COURT ADDRESS
COURT ADDRESS
PHONE #
FAX #
www.nmcourts.gov

DATE

NAME
ADDRESS

Dear Name,

We want to thank you for your consideration of the Judicial Branch as an employer and your interview for the Court Clerk 1 position with the Chaves County Magistrate Court in Roswell, New Mexico. Unfortunately, you were not chosen for the position.

We hope you will continue to look at the Job Opportunities on the Administrative Office of the court website at <http://www.nmcourts.gov/jobs/jobselectpage.php> and wish you the very best in your future employment endeavors.

Please feel free to contact me at 505-###-#### if you have any questions.

Sincerely,

NAME

JOB TITLE

cc: Recruitment File

**ADMINISTRATIVE OFFICE OF THE COURTS
VOLUNTEER (INCLUDING COMMUNITY SERVICE PARTICIPANT)
AGREEMENT**

[Please note volunteers may not use or make entries into the Odyssey case management system]

Thank you for wanting to volunteer (including a community service participant), with the Administrative Office of the Courts (AOC)! As a volunteer, you will receive a beneficial and life-enriching experience including opportunities for professional development and social interaction.

The undersigned wishes to participate as a volunteer for the AOC and agrees to abide by all applicable state, federal, and local government statutes, ordinances and rules, as well as AOC personnel policies, and policies controlling the program activity in which the undersigned will participate or the area where that activity will be performed. The undersigned recognizes this agreement or any other agreement to perform volunteer services for the AOC may be terminated at any time with or without cause by the volunteer, by the agency or its agent.

Risk Management

The undersigned agrees to help minimize risks by exercising reasonable judgment and due care for his/her own safety. The undersigned also recognizes he/she is a volunteer and may choose not to perform a task requested by the AOC, especially if the request goes beyond the risks the undersigned wishes to accept. The undersigned agrees not to undertake any task that the AOC has directed the undersigned specifically or volunteers in general not to perform.

Insurance Coverage

The undersigned accepts he/she is not an employee of the AOC and is therefore not provided with workers' compensation coverage, salary, retirement, or medical insurance. If an injury should occur in the course of the volunteer service, the AOC will not be responsible or liable, except to the extent provided by the Tort Claims Act, NMSA 1978, § 41-4-1 et seq.

State Vehicles and Insurance

The undersigned agrees he/she may not *operate* a state vehicle in conjunction with volunteer service, but may *ride* in a state-owned vehicle *after* the appropriate approvals from the General Services Department are received. The undersigned agrees that the state is not liable for damage to personal vehicles used in conjunction with volunteer activities and that any personal vehicle used in volunteer work must be adequately insured.

Name _____

Address _____

Volunteer Sponsor, Program, School or University _____

In case of emergency, contact (1) _____

(2) _____

Volunteer Services to be performed (include program, location and supervisor) _____

This Volunteer Agreement will begin on _____, and continue until _____, or until terminated by the AOC or myself, which I understand can happen at any time, and without notice.

I have read and agree to the terms of the Volunteer Agreement, as stated above. I also acknowledge that I will abide by the AOC Personnel Policies during my volunteer service.

Volunteer Signature & Date
(& Parents Signature if volunteer is under age 18)

Supervisor Signature & Date

Division Director Signature & Date

AOC HRD Director Signature & Date

AOC Director Signature & Date

New Mexico Judicial Branch Employment Statement

MANDATORY QUESTIONS

(To be completed by the APPLICANT prior to the interview)

All information provided during the interview process, including but not limited to the information provided below, the application and/or resume provided, transcripts, etc., may be verified by the New Mexico Judicial Branch.

First Name, Middle Initial, Last Name.

Please include any other names used:

Social Security Number:

1. Have you ever been involuntarily dismissed (fired) from employment? (Attach additional sheets if necessary)

 Yes

 No

If yes,

Name of Employer	Date of dismissal:	Reason(s) for dismissal:

2. Have you ever resigned from a position or job pending an investigation and/or after being served with a letter of disciplinary action? Yes No

If yes, please explain:

3. If this job requires driving a motor vehicle, do you have a valid driver's license?

 N/A

 Yes

 No

If no, please explain:

4. Do you currently have a business or financial interest that may conflict with your work with the New Mexico Judicial Branch?

 Yes

 No

If yes, please explain:

Applicant's Signature _____

Date: _____

Applicant Statement:

I, _____
Applicant's Name (Please Print)

- hereby certify that all information provided during the interview process, including but not limited to the information provided on this Employment Statement are true to the best of my knowledge and contain no willful misrepresentation(s) or representations that might not be true if I made a reasonable inquiry into their truthfulness;
- understand that part of the hiring process consists of an evaluation of an applicants employment background which may include information as to my character, work habits, academic transcript verification, job performance, experience, personnel file records and reasons for leaving prior employment;
- authorize and release from all liability, without reservation, any administrator, state or federal agency, institution, information service bureau, past and present employers, employee, person or persons gathering or furnishing the above-mentioned information, from all claims or actions for loss, liability, damages or expense which may hereafter arise from the disclosure of information pursuant to this authorization; and
- understand that should the background investigation disclose a misrepresentation or improper representation as described above, I will be removed from consideration for the above position or dismissed from employment.

Applicant's Signature: _____

Date: _____



NEW MEXICO JUDICIAL BRANCH **Form No. 2017.NMJBPR.90.A**
EMPLOYEE RECORDS MANAGEMENT, INSPECTION & RETENTION POLICY
90.A – Authority to Release Employment Records and Personnel Files

NEW MEXICO JUDICIAL BRANCH
AUTHORITY TO RELEASE EMPLOYMENT RECORDS AND PERSONNEL FILES

Employee
Authority to Release

I HEREBY authorize the **Administrative Office of the Courts** to disclose and release complete legible copies of my personnel files which includes my non-confidential employment records, my confidential employment records, and my medical personnel file.

This includes records concerning but not limited to wages, other benefits, attendance, job description, performance ratings, disciplinary actions, college transcripts, records and documentation pertaining to physical or mental examinations and medical treatment, letters of opinion of employees related to **(insert name of company/agency and address where the personnel/payroll records are being released to).**

REQUESTOR

Judicial Entity or Business Unit requesting to view employee file

Judicial Entity / Business Unit requesting to view employee files:

Requested By/HR Contact:

AOC HRD Contact:

Date Requested:

Employee Authority to Release

Employee Name:

Judicial Entity/Division:

APPROVAL

I hereby waive any laws and regulations and/or rules or ethics, which otherwise might prevent you from releasing such records.

A photostatic copy of this Authorization, which contains my signature, shall be considered as effective and valid as the original and shall be honored by those to whom it is sent or provided.

Employee's Approval:
 (Print & Sign) _____

Date:

HR Representative Signature:

Date:

Date File Viewed:

People, Productivity, and Performance: The Foundations of Profitability

Kevin Sensenig

Are people really a company's most valuable asset? It is quite common to hear executives say that they are, but as nice as it sounds, the comment is not quite accurate. According to Jim Collins, in his often quoted book *Good to Great*,¹ this business axiom is seriously flawed because the emphasis should be on "the right people" rather than just people in general. However, too many companies still accept the faulty assumption that filling available positions is the key to performance and productivity. This is an outdated thought process that is likely to result in unsuccessful outcomes in hiring, team performance, and, ultimately, in productivity—all of which have a negative impact on profitability.

A general people perspective, rather than a focused people perspective, tends to lead to shortsightedness in hiring, team-assignment, and team-accountability practices. Typically, successful candidates are hired based on *today's needs*, with little or no thought given to their growth potential and future contribution. This affects long-range thinking, the evaluation of team performance, and ongoing employee-development approaches. For these reasons, people and performance always merit consideration for driving short-term and long-term profit.

COMMON HIRING PITFALLS

The first indication that an organization may have a flawed people perspective is often

noticeable in the hiring process. Hiring is the first step in developing a team, establishing performance standards, and achieving productivity. Too often, organizations experience one or more of the following five pitfalls in this critical step.

1. *Defaulting to the "just-like-me" candidate.* This is somewhat like the self-obsessed queen in *Snow White and the Seven Dwarfs*, who goes to the mirror to find the "fairest of them all." Managers tend to gravitate toward those individuals whose thoughts, actions, and attitudes have one thing in common—they mirror the manager. Managers often believe that the team will function well and produce results if they simply hire people like themselves. Unfortunately, by hiring only people who think like they do, managers limit the possibilities that diversity of creative thought can offer. Moreover, they unwittingly set their team up for stagnation.
2. *Failing to follow a consistent interview process.* This becomes an increasing challenge with daily demands and manager schedule changes. As managers do their best to balance daily work and the interviewing process, their adjustments either lead to an elongated process or variations among the interviewing team. When the process drags on for too long, it becomes difficult to effectively remember all applicants, which can lead to poor hiring decisions.

The same is true when different interviewers enter the process, resulting in variations in candidate evaluation. Either or both of these issues are system flaws, making it nearly impossible to establish an effective comparative summary and analysis of each applicant, thus leading to a less than effective hiring approach.

3. *Fulfilling the "emergency hire."* When managers are under extreme pressure to produce, they can become less than patient in completing the hiring process fully. They begin to pressure HR professionals to "find a replacement now." Exerting this type of pressure creates a situation in which HR may find it expedient to circumvent some critical steps in the interest of time. This is another example of short-range necessity

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taking priority over long-range planning, resulting in a less than thorough candidate selection. It is important to help managers avoid this mistake by appreciating the profitability impact of a poor hiring decision. The profitability impact results from poor performance, poor productivity, and increased replacement costs associated with hiring the wrong candidate.

4. *Focusing with tunnel vision.* Due to the need for expertise in many fields, it is sometimes difficult to help managers look at the broader picture of a candidate. They end up either hiring individuals with great technical skills who do not truly fit the culture of the organization or hiring very talented people and placing them in the wrong roles, thus diminishing

their overall contributions to the organization. An example of this comes from a manufacturing company that hired a person to fill a midlevel position on the customer-service team. It soon became clear that the individual was not a good fit for the role even though he clearly blended with the culture of the organization and had great talent. Instead of dismissing this individual, the company discovered, through evaluation discussions, that he had much better potential for sales than customer service. He was shifted to the sales team, where he blossomed. Consider how much time and effort could have been saved had the initial interviews taken a wider view instead of a narrow focus. One has to wonder how much tunnel vision in hiring has impaired the potential of such employees and the companies that hire them.

5. *Overestimating likability.* Everyone prefers to work with people they like, but how often has likability superseded the more important concern of fitting the role and culture of the organization? The problem stems from the organization's failure to clarify "the absolute and desirable criteria of candidates." Those are the "must-have" attributes, such as education or prior experience in a similar role, and "nice-to-have" attributes, such as experience in a similar industry. Likability is certainly a desirable trait, but it wears thin with underperformance and plays havoc with morale. As an example, a global consulting firm hired a senior sales executive, whom everyone liked. This likability factor took the hiring team's focus off of the fact that the individual lacked the executive experience necessary to develop and drive a new sales strategy for the organization.

After two years of struggling and failing to meet the necessary sales goals, the likable person had to be replaced to everyone's regret. Had likability been one of several factors instead of the main factor in the hiring decision, much time could have been saved in the organization's new venture, and additional sales would have helped the organization's overall profitability.

COMMON ONBOARDING PITFALLS

Hiring the right individuals is one step to a successful people strategy. Establishing new hires in their roles is the second critical step. Just as many organizations face common pitfalls in the hiring process, they also make mistakes when it comes to successful onboarding.

1. *Failing to establish clear expectations.* No one should assume that a new employee, regardless of experience, will know what to do from day one. It's important that the expectations of the position are clearly defined and explained to eliminate any misplaced assumptions that new hires may have. When expectations are not clearly defined, new hires begin to flounder. This is easily rectified by a statement similar to "In your first 90 days, your first 6 months, and your first year, we expect to see the following goals accomplished." Admittedly, it's such a basic concept that one might wonder why it even deserves mention. The fact is that unexplained assumptions on both ends can easily lead to misunderstandings about expectations and job performance. Productivity and, ultimately, profitability are bound to be affected.

2. *Waiting to start training.* This occurs when there is more than one hire for a similar position and the manager, for reasons of what is assumed to be efficiency, delays training until everyone and everything is in place. Actually, this is inefficiency at its worst. It leaves new people to their own devices in going about their responsibilities, and they may choose approaches that are counter to the corporate culture. That's why it's important to encourage managers to begin training right away. If they wait for an opportunity when all other tasks are cleared off the calendar, it is likely that they will never find the right time to fit in training. Moreover, when it comes to training, delays do not improve performance, productivity, or profitability.

Once new hires are up to speed with their current roles, it is time to focus them on the future, something managers often fail to consider.

3. *Developing only for today.* Once new hires are up to speed with their current roles, it is time to focus them on the future, something managers often fail to consider. The increasing speed of change in organizations requires managers to employ *long-range thinking about long-term performance* with a clear-headed analysis of an employee's future performance during the onboarding process. Failure to do so may well be the most critical pitfall of all.

In their book, *Execution: The Discipline of Getting Things Done*,² Larry Bossidy and Ram Charan suggest that organizations with a strong "people process" focus on having the right human resources to execute the current strategy *and* the right human resources to

drive the strategy for two years and beyond. Bossidy and Charan argue that long-range thinking deserves as much, if not more, consideration than a short-term hiring solution. Those who argue otherwise would do well to consider the downside and its impact on long-term strategy.

MISTAKES IN TEAM CREATION

Once the new team members are on board, it is important to make the most of their talents and contributions to the team. Most managers have experienced the quandary of a team that fails to perform as expected. Unfortunately, corrective measures tend to be reactive because they deal with problems that have

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already arisen. However, the seeds that grew into these problems may have been planted from the time the team was formed. These "bad seeds" are similar to the previously listed hiring pitfalls. They are:

1. *Failure to place the right person in the right role.* Senior management dictates that a project must begin ASAP, and the midlevel manager responds by assigning whoever is available at the time. Little or no thought is given to the fit of each person on the team. When assembling a team, it is important to consider the value each member will bring to the process.
2. *Lack of diversity in outlook and ideas.* Just as with hiring, when management unwittingly

selects "people like us" in assembling teams, there is less likelihood of innovation. That's because everyone is cut from the same philosophical and psychological cloth. Great teams thrive on diversity of thought and perspective.

3. *No discussion about the big picture.* Team members have not been told how their project fits into the greater plans for the organization. It's difficult to expect outstanding performance and results when team members begin to question whether their project is really necessary. Teams need to see the broader perspective of how their work contributes to the organization.
4. *Lack of consistent team reviews.* A team, much like nature, abhors a vacuum. Progress reviews that are neither consistent nor fully explanatory regarding anticipated goals make for insecurities that are certain to be reflected in less than desirable team performance. Be sure to review team progress regularly. Provide encouragement and redirection, as necessary, to keep the team moving forward.
5. *Disengaged team members.* This problem occurs when team members feel that they're getting little or no communication from senior leadership. Lack of communication is as much a problem in team development as it is during hiring and onboarding.

By keeping a finger on the pulse of the team, a manager can uncover any mistakes in team creation, whether in terms of individuals having been placed in positions they lack the skills to handle or team members lacking interest in accomplishing a specific task. The most obvious red flag that something is wrong with team functioning is the team's failure to meet deadlines or produce

results. Indicators that a manager has placed the wrong members on the team may include the team's being fixated on a very narrow aspect of its overall objective, a tendency to rely on the status quo, and a failure to generate any creative recommendations. Indicators of a disengaged team may include members who are consistently unprepared for meetings or show a less than enthusiastic approach to team activities.

If the team lacks creative direction, and its members seem devoid of innovative thinking, it may be an indication that there is a lack of vision or feedback to help the team succeed. A clue to a lack of appropriate leadership in these areas is "the meeting after the meeting." We've all experienced it. A team meeting is conducted, the meeting concludes with everyone seemingly on the same page, but then the page turns. A few members congregate among themselves afterward and proceed to criticize others on the team for myriad reasons. This is a warning sign of team dysfunction.

TRYING A NEW APPROACH TO FIVE DYSFUNCTIONS THAT AFFECT PROFITABILITY

Patrick Lencioni, founder and president of The Table Group, wrote *The Five Dysfunctions of a Team*,³ in which he cites dysfunctions that will cause a team to malfunction and inevitably fail. The dysfunctions he identified are absence of trust, fear of conflict, a lack of commitment, avoidance of accountability, and inattention to results. These dysfunctions occur as a result of a common issue—lack of leadership. How managers approach team members when they see these dysfunctions among the team can be the difference between maximum

performance and failure. We suggest the following approaches:

1. *Build trust.* Don't criticize, condemn, or complain. Too often when a team is not functioning at peak efficiency, it is easy for a manager to be blunt in pointing out problems and complaining about what is not happening. This only serves to frustrate team members and reduce trust. Instead, managers need to build trust by helping team members take corrective action without pointing fingers.
2. *Encourage open conversation.* Speak openly with team members to bring possible conflicts into the open. This can be done by addressing issues when tempers are cool and, if appropriate, treating the issue as a

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team problem. Invite conversation by beginning in a friendly way and use open-ended questions to keep the conversation moving forward. Use "I" and "it" rather than "you" statements to keep defenses low. Stop talking and listen to the feedback from team members and then take action on what you hear. These steps will reduce the fear of conflict and build trust at the same time.

3. *Engage team members.* If team members seem to lack commitment to other members and the team project, it may be because they have lost sight of their roles in the bigger picture of the organization. Make team members feel important, and do it sincerely. Show them why the team project is vital to the organization

and how their efforts can make it successful.

4. *Reinforce accountability.* The point is not to add more pressure on team members to force them to take responsibility. Instead, this is a time to ask questions about why they may be avoiding accountability, rather than ordering them to take more of it. Give them a fine reputation to live up to. When people believe the manager is counting on them and they know the manager has confidence in their ability to perform, it becomes much easier for them to accept accountability.
5. *Clearly state the team vision and goals.* When team members are not focused on results, it is often because they have lost

Leaders who apply a basic human relations approach to resolve dysfunction can have a profound impact on the ultimate performance and productivity of the team.

sight of the vision. Restate the vision and talk about each team member's role in achieving it for the team outcome. Show team members how they will benefit by achieving the vision.

Dysfunction ignored can negatively impact productivity and commitment. Leaders who apply a basic human relations approach to resolve dysfunction can have a profound impact on the ultimate performance and productivity of the team.

LOSING FAITH AND PROFITS

Lack of commitment can easily extend from the team dynamic to the entire organization. When individuals feel that they are not appreciated for their contribution, they begin to lose

faith in the organization. One does not have to be a psychologist to predict the next sequence of events. Employees lose drive, which diminishes what was once positive motivation. They become disinterested in bringing any thought or creativity to the project ("I'm on this team, but no one has any interest in what I'm trying to do, so I'll just do what I'm told to do") and eventually they become totally disengaged ("I'm just working here until things get better or I can find a better opportunity"). By this stage, any personal identification with the company has completely vanished, and when it does, the individual is likely to leave. Such feelings can erode morale and profitability, particularly if the disengagement leads to high, undesired turnover.

ALIGNING TALENT AND ELIMINATING DYSFUNCTIONS

Team success starts with leadership and a mandate to figure out how to align talent to maximize productivity. One of the best ways to assure development of a diverse team of people who can challenge and support one another and offer different perspectives is to get the right people on the team. Once they are assembled, individuals need to be effectively aligned with their team's role to assure maximum contribution. This means assigning people to roles where they can contribute, thrive, grow, and add value. It is important that each member's role be the right one.

Next, it is imperative for the team's project to be of value to the organization. This means communicating the value of team members to their project(s) and showing each how their project(s) contribute to the overall success of the organization. Doing so enables people to function effectively and feel a sense of connectedness to the larger organization.

I recently saw this displayed by a receptionist when visiting a client location. She was so helpful and positive that I asked her how she maintains such a positive outlook in her role. She stated her purpose very clearly: "My role is to make people feel good about this company when they walk through the door." Her comment shows that she knows how her role is critical to the overall mission of the company. She is clearly aligned with the company's goals and doesn't view her role as being "a receptionist." Her work can contribute mightily to the organization's success.

ESTABLISHING COMMITMENT AND KEEPING IT

There are several ways to establish commitment and keep it. One factor, which may be as important as all the others in determining a team and organization's success or failure, is accountability. Accountability requires engagement and is established through clear and regular communication from senior team members. Communication should focus on strategy: its importance, purpose, and why the organization is pursuing a particular course. When communication is ongoing, the opportunity to make everything fit is substantially increased.

To that end, it's vital for individual managers to make sure they have regular communication with each employee. The rise of virtual teams, with members scattered around the globe, can make this more difficult. Technologies such as Skype, ooVoo, and Web conferencing offer a solution for personally connecting on a regular basis. By using ongoing direct communications, managers support people in their roles, coach them for improved performance, and help them to see how their contributions add value to the organization.

Another factor is the ability of leaders to utilize their delegation skills—not just to complete tasks, but also as a strategy to truly grow and develop people. Effective leaders get employees engaged by involving them in exciting and innovative projects. Sometimes, that's a challenge in itself. Those who find ways to engage their employees are likely to find themselves working with a group of people who feel their skills are valued at a higher level. Effective delegation is a key strategy in developing employee commitment.

In addition, there needs to be an intense focus on developing both current and *future* competencies in employees. Unfortunately, the emphasis in too many organizations is

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limited to the current role instead of developing competencies that may be necessitated by product and market changes. An emphasis solely on the present is counterproductive. If employees don't clearly see how their abilities fit with the strategy, they're likely to conclude that they don't have much of a future with the organization.

THE RIGHT STUFF

Senior team leaders and the executives who supervise them are responsible for everyone working at optimum levels to attain true productivity. Strong communication in executing projects, innovative training, and continued efforts to align people and their performance with organization outcomes are critical elements to driving organization profitability.

The current economic crisis has taught us that things change in sudden and unexpected ways requiring flexible and innovative responses. Start by giving due diligence to the thoughts and attitudes of each employee, team member, and team leader, with everyone clued in to the big picture to build personal commitment.

Although there may be no perfect answer to the people, performance, and productivity equation, there is one approach that is a funda-

mental for profitability: get the right people in the right roles working on things that matter.

NOTES

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2. Bossidy, L., & Charan, R. (2002). Execution: The discipline of getting things done. New York: Crown Business.
3. Lencioni, P. (2002). The five dysfunctions of a team: A leadership fable. San Francisco: Jossey-Bass.

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New Mexico Adopts Ban-the-Box, Expungement Laws

By Danny W. Jarrett, Susan M. Corcoran and Richard I. Greenberg

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New Mexico is the latest state to adopt statewide legislation prohibiting private employers from making inquiries into an applicant's criminal history on the initial employment application. The state also enacted legislation prohibiting employers from asking applicants for information about a criminal record that has been sealed or expunged.

Ban-the-Box Law

Governor Michelle Lujan Grisham signed the "Criminal Offender Employment Act" into law on April 3, 2019. Employers should review their job applications to ensure compliance by the mid-June 2019 effective date.

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New Mexico joins a number of other states, such as California, Connecticut, Hawaii, Illinois, Massachusetts, Minnesota, New Jersey, Oregon, Rhode Island, Vermont, and Washington (as well as the District of Columbia), in addition to numerous localities, to have passed ban-the-box laws for private employers.

Employers still may make criminal background inquiries in New Mexico, but the timing of such inquiries shifts to later in the hiring process after the initial employment application, such as during the interview process or contingent upon an offer.

Additionally, the Criminal Offender Employment Act provides, “Nothing in this section shall prohibit an employer from notifying the public or an applicant that the law or the employer’s policy could disqualify an applicant who has a certain criminal history from employment in particular positions with that employer.”

The significant language on the ability of employers to ask about criminal convictions during the first interview and to advertise job requirements that include the passing of a criminal background check, where applicable, was suggested by the business community.

Expungement Law

Governor Grisham also signed the “Criminal Record Expungement Act” on April 3, 2019. The new law, which goes into effect on January 1, 2020, allows individuals to have certain arrest or conviction records expunged following a successful court petition. Typically, a prospective employee would not be required to disclose criminal record information that has been expunged during the employment process.

The Criminal Record Expungement Act states, however, “Upon entry of an order to expunge, the proceedings shall be treated as if they never occurred, and officials and the person who received the order to expunge may reply to an inquiry that no record exists with respect to the person; provided that arrest or conviction records shall be disclosed by the person and officials in connection with any application for or query regarding qualification for employment or association with any financial institution regulated by the financial industry regulatory authority or the securities and exchange commission.”

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If you have questions regarding the new laws or need assistance to review application materials and procedures to ensure compliance, please contact the Jackson Lewis attorney with whom you regularly work.

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Guide to Employment Testing

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- [Proper use of employment testing](#)
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Is Employment Testing Legal?



Is Employment Testing Legal?

Yes. However, the 'yes' must be qualified: Employment testing is legal as long as a professionally-developed employment test is administered according to the test developer's intended use that— that is, testing the potential employee only on topics that are directly related to the job.

For example, it's perfectly legal to give accounting applicants a math test; however, it could be considered a discriminatory practice to screen custodial employees using the same math test, because math competency for an accountant is very different than for a custodian.

Therefore, when asking, "Is employment testing legal?" it's important to remember that it isn't the test itself that's legal or illegal -- it's the **application** of the test that matters!

4 Common Types of Pre-Employment Tests

Let's take a look at four types of employment tests that are commonly used, as well as some links to resources for further review.

Aptitude Tests

Aptitude tests are one of the main types of pre-employment testing. Testing an applicant's knowledge of a particular subject that pertains to the job for which they're being considered is perfectly legal and, when applied properly, can be a valuable hiring tool.

Be sure to consider the following, however, before administering any aptitude test:

1. **Be sure the test is "professionally" developed.**

Hire Success[®] Online Aptitude Tests have been professionally developed by one of our consultants who has a Doctorate in Education. If you're considering using other tests, ask for the credentials of the person who developed the test.

You can read more in the links below about a Supreme Court decision requiring aptitude and I.Q. tests to be "professionally" developed (see [GRIGGS v. DUKE POWER.](#))

2. **Make sure *all* questions on the test are applicable to the job.**

If some questions are **not** applicable, be sure to eliminate them from the scoring and do not base a hiring decision on the results of any non-applicable question(s).

For example, if a Sales Aptitude Test combines questions about "retail" sales and "outside" sales, and you're hiring someone for an outside sales position, you should not base your decision on the outcome of the "retail" questions unless they are applicable to the outside sales position. Otherwise,

you run the risk of violating pre-employment testing laws and a candidate who did not get the position could have a legal basis on which to sue for discrimination.

Seek the advice of your legal counsel if you have questions before administering this type of test.

3. Test ALL applicants and/or employees.

All applicants for a job should be tested in order to give everyone an equal opportunity to demonstrate their abilities. Testing only the few you've selected for final interviews could be considered discriminatory. If your reason for testing only a few applicants is to save money, remember that the price of Hire Success™ tests is extremely low, making it affordable to test all applicants.

I.Q. Tests

Are I.Q. tests legal for employment? They can be, but you may find that a professionally-developed aptitude test does a better job of demonstrating a person's ability and skills. Plus, with aptitude tests, it's easier to demonstrate how and why the test is relevant and applicable to the job you're hiring for.

Many companies rely on using an I.Q. test for employment that has not been professionally developed, and they have not demonstrated that only people with an I.Q. above a certain level can be successful in the job.

Before administering any I.Q. test, you should make sure your legal counsel reviews the test, you know who developed it, you understand how it's being applied and how the results will be used to screen candidates to ensure you don't violate any pre-employment testing laws.

Overall, the main issue when administering an I.Q. test for employment is, how can the "threshold" you set for hire/not-hire be defended?

For example, if you state that an applicant must have an I.Q. of 108, can you demonstrate how an applicant or employee with an I.Q. of 107 is not capable of doing the job but a person with an I.Q. of 108 has what it takes to succeed? It would be extremely difficult. **This is one important reason why many companies will not use an I.Q. test for employment.**

Personality Tests

Personality tests can be an essential tool in the processes of employee selection and employee development. A [personality profile test](#) is truly a **decision support tool** that's as essential as a resume. While a resume tells you about an applicant's work history and accomplishments, a personality test will help put this information in perspective.

Are personality tests legal?

Yes, but just as with aptitude tests, legality of personality tests in the workplace involves understanding which traits are both **applicable to the job** and can be **shown to make a difference** in a particular job for which the applicant or employee is being considered.

How you use the information you obtain from a personality test will generally determine if you're applying this in a legal manner. For instance, if you use a trait like "persuasiveness" to screen both sales and custodial candidates (using extreme examples for illustration), it's obvious that a sales professional must be persuasive, but it's unlikely that the custodian has to persuade others in order to be a good custodian.

Obviously, education, experience and other factors are equally important, but why would you hire someone without knowing just as much about their personality and if they possess the traits you know will contribute to their success with your company?

Discovering these "success" traits is a process we call [Developing Baselines](#). Developing a baseline is not complicated – you simply administer the same personality test to all of your employees in a particular job and evaluate which traits distinguish the best performers from the lowest performers in that particular job.

Once identified, these key success factors can make a significant difference in how an employee performs in the job.

If you still have questions about the legality of personality tests in the workplace, we urge you to speak with your legal counsel.

[Integrity Tests](#)

The EEOC, as well as the parallel state human rights agencies, has determined that [integrity tests](#) **do not** have a discriminatory impact on applicants. However, it's important that employers equally **test each applicant** who could have unsupervised access to cash, inventory or trade secrets once hired.

It is strongly recommended that you **do not rely exclusively on integrity tests alone** when making any hiring decision. You should check with every past employer, as well as every educational institution listed on a resume, and do a criminal background check. Other types of pre-employment testing – such as aptitude tests that measure an applicant's knowledge of the job and personality tests that indicate an applicant's suitability – should also be considered as screening tools to help give you a more accurate picture of your candidate's potential for success.

Our advice: Conduct your own [baseline studies](#) for the various jobs in your company before hiring or promoting employees, use common sense in how you apply any personality or other employment testing information and discuss options with your legal counsel before using any testing.

Other Resources on the Legality of Pre-Employment Tests

Here are some additional links you'll want to review that will help you better prepare to ask the right questions of your legal counsel and gain a better understanding of pre-employment testing laws.

[Facts About "Validation"](#) - One of the most misunderstood aspects of employment testing is the issue of validation. This is a must-read link.

[Proper Use of Employment Testing](#) - Another topic on our validation page, this will give you a direct link if you're seeking answers on how to begin using employment tests in your company.

[EEOC and Other Regulatory Compliance](#) - The Hire Success™ System is fully compliant with EEOC, ADA, ADEA and other pre-employment testing laws and regulations. Read the opinion letter from the Law Firm of Lewis and Wagner regarding the Hire Success Personality Profile.

[Frequently Asked Questions](#) - Click this link to some of the most frequently asked questions about personality tests, aptitude tests and the Hire Success™ System.

Key U.S. Supreme Court Decisions - Click below to view the United States Supreme Court Decision and Opinion regarding these important cases concerning employment testing:

1. [GRIGGS v. DUKE POWER CO., 401 U.S. 424 \(1971\)](#).
2. [WATSON v. FORT WORTH BANK & TRUST, 487 U.S. 977 \(1988\)](#).
3. [WARDS COVE PACKING CO. v. ANTONIO, 490 U.S. 642 \(1989\)](#).

Use Of Video Applications and Interviews - Some companies have considered options using online Video Interviews/Applications. **Hire Success does not offer nor provide any option where an Applicant is required to submit a photograph or video response to questions because we believe it violates EEOC Guidelines.**

[Click Here for an EEOC Link](#) which states, "Therefore, inquiries about organizations, clubs, societies, and lodges of which an applicant may be a member or any other questions, which may indicate the applicant's race, sex, national origin, disability status, age, religion, color or ancestry if answered, should generally be avoided. Similarly, **employers should not ask for a photograph of an applicant.** If needed for identification purposes, a photograph may be obtained after an offer of employment is made and accepted."

Want to know more about the legality of employment testing?

[Proper Use Of Employment Testing](#)

[Pre-Employment Test Validation](#)

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Interview DOs

- Dress appropriately for the industry; err on the side of being conservative to show you take the interview seriously. Your personal grooming and cleanliness should be impeccable.
- Know the exact time and location of your interview; know how long it takes to get there, park, find a rest room to freshen up, etc.
- Arrive early; 10 minutes prior to the interview start time [or earlier if the event or employer instructs you to do so].
- Treat other people you encounter with courtesy and respect. Their opinions of you might be solicited during hiring decisions.
- Offer a firm **handshake**, make eye contact, and have a friendly expression when you are greeted by your interviewer.
- Listen to be sure you understand your interviewer's name and the correct pronunciation.
- Even when your interviewer gives you a first and last name, address your interviewer by title (Ms., Mr., Dr. Judge) and last name, until invited to do otherwise.
- Maintain good eye contact during the interview.
- Sit still in your seat; avoid fidgeting and slouching.
- Respond to questions and back up your statements about yourself with specific examples whenever possible.
- Ask for clarification if you don't understand a question.
- Be thorough in your responses, while being concise in your wording.
- Be honest and be yourself — your best professional self. Dishonesty gets discovered and is grounds for withdrawing job offers and for firing. You want a good match between yourself and your employer. If you get hired by acting like someone other than yourself, you and your employer will both be unhappy.
- Treat the interview seriously and as though you are truly interested in the employer and the opportunity presented.
- Exhibit a positive attitude. The interviewer is evaluating you as a potential co-worker. Behave like someone you would want to work with.
- Have intelligent questions prepared to ask the interviewer. Having done your research about the employer in advance, ask questions which you did not find answered in your research.
- Evaluate the interviewer and the organization s/he represents. An interview is a two-way street. Conduct yourself cordially and respectfully, while thinking critically about the way you are treated and the values and priorities of the organization.
- Make sure you understand the employer's next step in the hiring process; know when and from whom you should expect to hear next. Know what action you are expected to take next, if any.
- When the interviewer concludes the interview, offer a firm **handshake** and make eye contact. Depart gracefully.
- After the interview, make notes right away so you don't forget critical details.
- Write a thank-you letter to your interviewer promptly.

Interview DON'Ts

- Don't make excuses. Take responsibility for your decisions and your actions.
- Don't make negative comments about previous employers or professors (or others).
- Don't falsify application materials or answers to interview questions.
- Don't treat the interview casually, as if you are just shopping around or doing the interview for practice. This is an insult to the interviewer and to the organization.
- Don't give the impression that you are only interested in an organization because of its geographic location.
- Don't give the impression you are only interested in salary; don't ask about salary and benefits issues until the subject is brought up by your interviewer.
- Don't act as though you would take any job or are desperate for employment.
- Don't make the interviewer guess what type of work you are interested in; it is not the interviewer's job to act as a career advisor to you.
- Don't be unprepared for typical interview questions. You may not be asked all of them in every interview, but being unprepared will not help you.
- A job search can be hard work and involve frustrations; don't exhibit frustrations or a negative attitude in an interview.
- Don't go to extremes with your posture; don't slouch, and don't sit rigidly on the edge of your chair.
- Don't assume that a female interviewer is "Mrs." or "Miss." Address her as "Ms." unless told otherwise. (If she has a Ph.D. or other doctoral degree or medical degree, use "Dr. [lastname]" just as you would with a male interviewer.
- Don't chew gum or smell like smoke.
- Don't allow your cell phone to sound during the interview. (If it does, apologize quickly and ignore it.) Don't take a cell phone call. Don't look at a text message.
- Don't take your parents, your pet (an assistance animal is not a pet in this circumstance), spouse, fiancé, or friends to an interview. If you are not grown up and independent enough to attend an interview alone, you're insufficiently grown up and independent for a job. (They can certainly visit your new city, at their own expense, but cannot attend your interview.)