

Hiring Practices Checklist



HIRING, PROMOTING AND MOVING EMPLOYEES:

- Need employees to meet the demands and needs of the customer
- Spending time and attention on hiring much be a high priority for Board members
- Move and promote employees to meet changing needs
- Promote and demote employees to recognize abilities and performance problems
- Take advantage of the probationary period (6 months)
- Retain and reward employees
- Need to ensure balance and fairness when considering personnel actions

MANAGING EMPLOYMENT EXPECTATIONS:

- Employee expectations for the terms of employment frequently arise from the interviewing and hiring process. Other factors include:
- Advertisements
- Application or Transfer Request
- Job Descriptions
- Avoid promises or illusions of the job
- Only appointing authority or designee can enter into employment with applicants
- Later, use the orientation period to reinforce expectations

HIRING PROCEDURES:

- Minimum qualifications
- Employment testing
- Placed on “registers”

PRACTICALY EFFECTIVE INTERVIEWING TECHNIQUES:

- Think about the interview ahead of time
- Create an interview plan
- Arrange for a private and quiet place for the interview
- Conduct the interview
- Use intuition and effective questioning to help you ask better questions
- Rate skills

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USEFUL INTERVIEW QUESTIONS:

- What did you like/dislike about your last job?
- What did you like/dislike about your last supervisor?
- What was the biggest challenge you faced in your last position? How did you deal with it?
- What are your strengths/weaknesses?
- Give an example of a workplace problem and how you dealt with it.
- Why do you want to work for _____?

PRE-EMPLOYMENT INQUIRIES:

- Regarding disabilities
- Rules apply before, during, and after the interview process
- Also during employment testing
- Duties change when interviewer knows about disability
- Safe bet to keep all inquiries job-related
- Agency/institution can still ask all applicants to demonstrate performance
- Remember the “Two-Step” for all medical inquiries

PRE-EMPLOYMENT INQUIRIES – WHEN YOU DON’T KNOW IF APPLICANT IS DISABLED:

- You **MAY** let applicants know what is entailed in the application process and ask whether the applicant will need reasonable accommodations to complete the application process.
- You **MAY** ask about an individual’s ability to perform specific job functions.
- You **MAY** ask to describe or demonstrate how s/he will perform a specific job function **but only if** asked of all applicants.
- You **MAY NOT** ask about health or disability.
- You **MAY NOT** conduct pre-employment medical examinations.
- You **MAY** require a physical agility test, **but only if** you require it of all applicants for the position, **and only if** you can demonstrate that it is job-related.
- You **MAY** test for the presence of illegal drugs if certain procedures are followed, including bargaining with organized employees.

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PRE-EMPLOYMENT INQUIRIES – WHEN YOU KNOW AN APPLICANT IS DISABLED:

How you know:

- Disability is obvious
- Applicant discloses a hidden disability
- Applicant discloses a need for an accommodation

If you know, what can you ask?

- You **MAY** ask about ability to perform specific job functions?
- You **MAY** ask to describe or demonstrate how s/he will perform a specific job function even though you do not ask all applicants.
- You **MAY** ask whether reasonable accommodation is necessary and ask questions about the specific reasonable accommodation needed.
- You **MAY NOT** ask questions likely to reveal the nature or severity of the disability.

WHAT ABOUT ATTENDANCE?

You MAY ask:

“We expect employees to work from ____ to ____ ...Can you meet these attendance requirements?”

“What was your attendance record on your previous job?”

“How many Mondays or Fridays did you take off last year?”

You MAY NOT ask:

“Will you need a leave for medical treatment?”

“How many days did you miss on your last job because of illness or injury?”

SCREENING TOOLS:

- Thorough and effective interview
- References
- Work history

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- Educational records
- Background checks (criminal and financial)
- Required for applicants for positions involving minors or vulnerable adults
- Consider obtaining release from employee to “free up” background check
- Be aware of legal requirements for effective releases
- Pay attention to your own policies and collective bargaining agreements

REFERENCES:

- The best indicator of future performance is past performance
- Reference checks often produce surprising results
- Check intra- and inter-agency/institution references and personal references
- Documented reference checks are invaluable in negligent hiring claims
- Consider obtaining permission for getting past work information with an authorization and release of claims from the applicant
- Can only ask questions of references that could be asked of the applicant
- Disclosure or consideration of political or religious affiliations is prohibited
- Document effectively
- Think about the information you write down; contact your resources if necessary

RESPONDING TO REFERENCE CHECK REQUESTS:

- Before responding, consult your personnel officer
- Must stick to known and verifiable facts, not opinions
- Your objective is honest cooperation
- Beware of land mines – slander, defamation
- Consider asking for a release