To increase efficiency in hiring and retention and to ensure consistency and compliance in the recruitment and selection process, it is recommended that the following steps be followed. Details for each step include the minimum recommended best practice to attract a talented and diverse applicant pool.

**Identify Vacancy and Evaluate Need**

(Insert Company Name Here) recognizes there is work involved in the hiring process, however proper planning and evaluation of the need will lead to hiring the right person for the role and team.

**Newly Created Position**

When it is determined a new position is needed, it is important to:

* Understand and take into consideration strategic goals of the company. Are there any upcoming changes that may impact this role?
* Evaluate the core skills required now and those which may be needed in the future.
* Formulate a job description for this position.

**Replacement**

When attrition occurs, replacing the role is typically the logical step to take. Before obtaining approval to advertise the position, consider the following:

* As with a newly created position, it may be helpful to conduct a review of the current job description in order to tailor the position to what is currently required and to ensure proper job title and position classification (salary or hourly).
* Review the role and decide if there are any changes required as certain tasks and responsibilities performed by the previous person may not or should not be performed by the new person.

Carefully evaluate any changes needed for the following:

* Tasks carried out by the previous employee
* Tasks to be removed or added if any of the work will be transferred to another department
* Supervisory or lead responsibility
* Work hours
* Whether there is still a requirement at all for this role

**How to Develop a Position Description**

A position description, also referred to as a job description, is the core of a successful recruitment process. Questions are developed from the job description, interview questions, interview evaluations, and reference checks. A well-written job description:

* Provides to the candidate a first, and sometimes lasting, impression of the company.
* Clearly articulates responsibilities and qualifications to attract the best-suited candidates.
* Improves retention, as turnover is highest with newly hired employees. Employees tend to be dissatisfied when they are performing duties they were not originally hired to perform.
* Provides an opportunity to clearly articulate the value proposition for the role and the department and helps attract candidates to apply.
* Serves as documentation to help prevent or defend against discrimination complaints by providing written evidence that employment decisions were based on rational business needs.
* Determines FLSA classification and maps to the appropriate Payroll Title.
* Identifies tasks, workflow, and accountabilities, enabling the department to plan how it will operate and grow.
* Assists in establishing performance objectives.
* Is used for career planning and training by providing clear distinctions between levels of responsibilities and the competencies required.
* Is used as a benchmark to assist in ensuring internal and external equity.

**Identify Duties and Responsibilities**

Prior to developing the job description, the (Insert Department Name Here) manager should identify the following:

* General information
* Position purpose
* Essential functions
* Minimum requirements
* Preferred qualifications

**Develop Recruitment Plan**

Each position should have a recruitment plan that is approved by the general manager or owner. A carefully structured recruitment plan maps out the strategy for attracting and hiring the best qualified candidate and helps to ensure an applicant pool which will make it more likely that (Insert Company Name Here) attracts women and underrepresented groups including veterans and individuals with disabilities.

* Posting period
* Placement goals
* Additional advertising resources
* Diversity agencies
* Resume banks

A variety of recruiting sources (both internally and externally) should be utilized to attract candidates who reflect the diversity (Insert Company Name Here) values in its workforce. Every effort should be made to conduct a thorough search by advertising widely before filling a position.

***Note:* Any advertising related to employment at (Insert Company Name Here) and/or recruitment (job) advertising should include this statement in the body of the advertisement:**

*“(Insert Company Name Here) is an Equal Opportunity and Affirmative Action Employer"*

**Sources of Recruitment**

**Print Advertisement**

* Local media, national publications (not used as frequently, but may be suitable for certain positions), and other paper advertisements.
* Associations and other member groups which are helpful in targeting candidates with specific niche skills.

**Social Media**

LinkedIn, Twitter, and Facebook are good alternative recruiting sources.

**Job Fairs**

Before the internet, job fairs were considered a popular method for meeting candidates face-to-face. They were used as a vehicle to publicize organizations by promoting the organization’s image and brand. Job fairs, such as those aimed at diverse or industry-specific candidates, are still considered one of the best methods for meeting potential candidates in a single event.

**Diversity Agencies**

* Agencies that assist women and under-represented groups are another great source of talent.
* Developing relationships and a pipeline of potential candidates with these agencies allows candidates to have a better understanding of our staffing needs.

**Resume Banks**

Resume banks are another good source for identifying qualified candidates. Job seekers post their resume to these, which are then searched by prospective employers.

**Select Search Committee**

To ensure that applicants selected for interview and final consideration are evaluated by more than one individual to minimize the potential for personal bias, a selection committee is formed. The general manager and/or owner will identify members who will have direct interaction with the applicant in the course of their job and they will participate in the process.

* Members of the search committee should ensure they are well equipped for their role in the recruitment process to ensure fairness and compliance. (Insert Company Name Here) will ensure that anyone who is involved in the process is trained properly.
* The general manager and/or owner should ensure that all members of the committee are thoroughly familiar with the job description.

**Post Position and Implement Recruitment Plan**

Once the position description has been completed, the position can then be posted. Every effort should be made to ensure the accuracy of the job description and posting text.

* As a matter of business practice, (Insert Company Name Here) will consider all qualified internal candidates. They should apply through the regular application process and will be included in the candidate pool along with external candidates.

**Monitoring / Updating Recruitment Plan / Diversity Strategy**

(Insert Company Name Here) will conduct continuous monitoring of recruitment activity. Recruitment plan effectiveness is critical to a successful search.

**Review Applicants and Develop List of Initial Screening**

All applicants must be reviewed and considered. Applicants are those who apply during the application period or until the position is filled. It is recommended that all search committee members review all applicants to ensure more than one person assesses their qualifications and that individual opinions or biases are avoided. Each committee member may provide comments to each applicant’s qualifications as they relate to the minimum requirements of the position.

**Conduct Interview**

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and to validate information provided by both. By following these interviewing guidelines, we will ensure we have conducted a thorough interview process and have all necessary data to properly evaluate skills and abilities.

**Preparing for the Interview**

It is important to properly prepare for the interview as this is the opportunity to evaluate the skills and competencies and to validate the information the applicant has provided in their application and resume. Choose one or two questions from each competency and minimally required skills to develop our interview questions. Review the candidate's application or resume and make note of any issues on which we need to follow up.

The general manager and/or owner should determine the following:

* Questions to be asked of all applicants
* Specific questions to be asked of individual applicants
* Who is going to ask which questions
* The optimal start date for the position
* Any other details applicants may need to know about the role that were not noted in the position description

**Phone Interviews**

A phone interview may be conducted to initially screen the applicant for information such as availability, salary requirements, special position requirements (e.g. ability to perform shift work), and other preliminary information. Although a phone interview should not ordinarily take the place of the in-person interview, it is possible to screen out an applicant due to information obtained during this initial assessment. Phone interviews should be properly documented.

**Interview Questions**

Typical interview questions used are those that are relevant to the position and seek information on specific skills and abilities to perform the job. Interview questions not pertaining to the current requirements of the position are not to be used (e.g. an interview question on supervisory experience if the position will not be supervising employees).

The use of behavioral and/or competency-based interview questions is strongly encouraged as, when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant’s ability to carry out the duties and responsibilities of the job. Behavioral / competency-based interview questions do not simply ask “if” they performed a certain task, they ask “how.” They can be designed to probe specifically for past behaviors, competencies, and characteristics that are believed to predict future behavior.

Examples of behavioral / competency interview questions include:

* We often need to explore many details and aspects of a problem before coming up with an effective solution. If you can, give me an example of how you have done this in the recent past. (Detail-oriented)
* Tell me about a time when you found it necessary to speak to coworkers about the quality of their work because it posed a real or potential risk to the organization. (Quality-focused)
* Tell me about a time when you were able to maintain your poise and composure in a delicate situation. (Emotional Intelligence)
* Some tasks require you to fully think through the results. Tell me about a time when you avoided making a quick decision because you faced these circumstances. (Problem Analysis)

**Appropriate / Inappropriate (Prohibited) Interview Questions**

Although many interview questions may appear to be harmless, it is illegal to ask applicants any questions that are not job-related, are personal in nature, or that would otherwise solicit protected information.

**After the Interview**

Upon completion of the interview, the manager will complete the Interview Rating Sheet which is then forwarded to the general manager at the end of the interview. Candidate evaluations should be sure to include only those comments that are relevant to the requirements of the position.

**Testing and Other Selection Methods**

Tests and other selection methods are additional tools used to assess candidates.

The EEOC has set the following employer guidelines when developing and administering tests:

* Employers should administer tests and other selection procedures without regard to race, color, national origin, sex, religion, age (40 or older), or disability.
* If a selection procedure screens out a protected group, the employer should determine whether there is an equally effective alternative selection procedure that has less adverse impact and, if so, adopt the alternative procedure. For example, if the selection procedure is a test, the employer should determine whether another test would predict job performance but not disproportionately exclude the protected group.
* To ensure that a test or selection procedure remains predictive of success in a job, employers should keep abreast of changes in job requirements and should update the test specifications or selection procedures accordingly.
* Employers should ensure that tests and selection procedures are not adopted casually by managers who know little about these processes. A test or selection procedure can be an effective management tool, but no test or selection procedure should be implemented without an understanding of its effectiveness and limitations for the organization, its appropriateness for a specific job, and whether it can be appropriately administered and scored.
* Employers should ensure that employment tests and other selection procedures are properly validated for the positions and purposes for which they are used. The test or selection procedure must be job-related and its results appropriate for the employer's purpose. While a test vendor's documentation supporting the validity of a test may be helpful, the employer is still responsible for ensuring that its tests are valid.

Tests and sample work products should not be relied upon as the only screening tool and should only be required of the final candidates.

As an alternative to testing applicants, requesting applicants provide job-related, written certifications of completion for coursework or technical / industry certifications (as related to the position) help to provide a measure of skill or aptitude to further evaluate qualifications.

**Welcoming the Interviewee**

Ensuring a good interview experience increases the likelihood that the candidates will be able to communicate their attributes effectively. From providing the interviewee with proper directions to greeting with a firm handshake, it demonstrates our genuine interest in their time and effort and helps them to feel calm and confident. Interviewing can be a very stressful experience for some and the more at ease an interviewee is, the better we are able to identify true attributes. The following should be considered:

* When organizing interviews, it is best to assign a person who ensures the interviewees have the proper directions and parking details and who is easily accessible on the date of the interview.
* Allow enough time for the interview so the interviewee does not feel rushed. Let the interviewee do most of the talking. Remember the 80/20 rule. The interviewee should be doing 80% of the talking. While it is important to articulate the needs of our department and the role, this is the one time we will have to gather as much data to evaluate their experience and to ensure a proper fit.
* Be sure to review the interviewee’s resume in advance to demonstrate our interest in their skills and background as this helps in appearing prepared and organized. Take notes and ask for clarification on responses if needed.
* Be sure to avoid any inappropriate or illegal interview questions.
* (Insert Company Name Here) literature (if available) and benefit information should be provided to the applicant at the conclusion of the second interview only.

**Select Hire**

**Final Applicant**

Once the interviews have been completed, the group will meet to discuss the interviewees. (Insert Company Name Here) managers will need to assess the extent to which each applicant met their selection criteria.

The most important thing to remember is that we will need to be able to justify our decision. Documentation is key and required. As one of the most critical steps in the process, it is important to keep the following in mind:

* The best candidate for the position was chosen based on qualifications.
* The candidate will help to carry out the mission of (Insert Company Name Here).

**Reference Checks**

Reference checks should be conducted on the final applicant prior to making an offer. While it is advisable to conduct a reference check with the candidate’s current supervisor before a candidate starts employment, if the candidate is reluctant a conditional offer of employment can be made.

Before beginning the reference check process, be sure to:

1. **Prepare carefully**

* Familiarize ourselves thoroughly with the information the applicant has already provided, including the application, resume, and various interview responses.
* Set up a telephone appointment with one or more references provided by the applicant.
* Many employers are prohibited from providing information without a release, so if requested, send the signed Applicant Release and Disclosure consent form.
* Write down our questions before we call, highlighting the information we want verified or expanded upon.
* Note: We may consider conducting reference checks on all finalists before making a final selection.

1. **Set up an environment that encourages the reference to respond willingly, cooperatively, and honestly**

* Begin our conversation on common ground by referring to information that has already been provided by the applicant.

For example: “John Doe has asked us to speak with you regarding information he has already shared with us during the interview process” or, “I'm calling to verify information provided by Mary Roe.”

1. **Describe the position**

* Describe the responsibilities, duties, and working environment of the position for which the individual has applied.
* After describing the position, ask, “Given our requirements, what is our assessment of the individual’s qualifications for the job?”

1. **In addition to our prepared questions, ask follow-up questions**

* If we get a general response (“She's great!”), follow up with a specific question (“What did she do to merit that compliment? or “Why did she leave?” or “How have things changed since she left?”)
* If the reference provider declines to answer a question, ask if someone else might be able to share information about the topic.

1. **Ask questions that are specifically job-related**

* There are legal ramifications if we ask illegal / inappropriate questions that may have to do with race, color, national origin, religion, sex, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran.

To ensure consistency, ask the same basic questions about all applicants for whom we obtain references. Weigh information we receive in the same manner for all applicants.

Social network tools such as Facebook, Twitter, and LinkedIn are not to be used to conduct reference or background checks.

**Finalize Recruitment**

Upon completion of the recruitment process the offer to the selected finalist is made. The salary to be offered is to be equitable and lead to the retention and motivation of employees.

Prior to initiating the offer, it is recommended that one more check of the selection process be completed as follows:

* Review the duties and responsibilities of the position and ensure they were accurately described and reflected in the job description and interview process.
* Review selection criteria used to ensure they were based on the qualifications listed for the position.
* Confirm the interview questions clearly matched the selection criteria.
* Confirm all applicants were treated uniformly in the recruitment, screening, interviewing, and final selection process.

**Initiating the Offer**

* Once a final check of the selection process and the final applicant has been determined, the general manager or owner makes the offer to the finalist.

Note: A verbal offer of employment and the finalist’s verbal acceptance should take place as soon as possible. Never delay in making this offer.

**Negotiating the Offer**

* Whenever possible, it is recommended that our best offer be made the first time, as this displays proper market and internal equity practices and demonstrates good faith to the applicant. As salary requirements would have been identified earlier on in the recruitment process, there should be a good understanding of the applicant’s requirements and whether we are able to work with those requirements.
* When offering the position, be sure to discuss the total compensation package (in addition to salary), such as paid time off and other benefits. Be excited and enthusiastic about the offer and let them know we are excited about them joining our team.
* Lastly, if possible, discuss the great learning and development opportunities which may be available to them in achieving their professional goals. Most individuals value this just as much, in some cases more, than the base salary being offered.

**Countering the Offer**

* Despite our best offer, there may be instances where the applicant declines.
* Discuss with the applicant the reasons for the offer being declined–and look beneath the surface. Applicants decline offers for various reasons and they are not always due to the salary being offered.
* If an offer is declined due to salary, the general manager and/or the owner may make a counteroffer, provided the amount is within the appropriate budget.

**Finalizing the Offer**

It is important that each recruitment be properly closed. The notification of those interviewed and not selected as well as all documentation associated with the recruitment should be kept in the file.

* The general manager or owner prepares and sends the offer letter.
* The general manager ensures written acceptance of offer.
* The general manager contacts those individuals who were interviewed but not selected by phone or letter. If contact is made by phone, ensure the conversation is documented.

**Employee Orientation**

**Overview**

The first day that a new employee is on board may be the most important day of their entire employment with the company. It’s during this first day that they learn about the culture of our company.

Because of this, it is critical that everyone who encounters the new employee puts their best foot forward and welcomes  
them onto the (Insert Company Name Here) team.

**Result**

* To instill all new employees with the customer service and business philosophy of (Insert Company Name Here).
* To accurately record all legal and required personal information for personnel records.
* To ease the transition of new employees into the workplace.

1. **Greet the new employee upon their arrival. (Training Officer)**

* Have posters and signs ready when the employee arrives.
* Make the atmosphere festive.

1. **Introduce the new employee to key personnel and fellow workers. (Training Officer)**

* A brief description of each person’s job will be given.
* Let each employee describe their own job.

1. **Present employee Operations Manual. (Training Officer)**

* The organization of the Operations Manual will be explained.
* The history of the company will be reviewed.
* The Organization Chart will be reviewed.
* The use of Operating Systems will be explained.

1. **Review the employee’s Position Agreement and Compensation Agreement. (Training Officer)**

* The new employee will sign both documents.
* Take the time to explain how each document relates to the employee’s performance and compensation.

1. **Review the new employee’s wages. (Training Officer)**

* Pay days and all employee co-pays will be explained.
* The company policy on “Employee Loans” will be explained.

1. **Review proper completion of the employee’s timecard. (Training Officer)**

* Pay periods, the correct day and place to turn in the timecard, and the proper place to keep the timecard will be reviewed.

1. **Complete all Federal, State, and Local payroll tax forms. (Training Officer, Office Manager)**
2. **Provide I-9 form and instructions. Employee should bring to orientation documents supporting their eligibility to work in the United States. (Office Manager)**
3. **Emergency contact information form. (Office Manager)**
4. **Review Key Policies. (Training Officer, Office Manager)**

* Anti-harassment
* Vacation and Sick Leave
* Attendance and Punctuality standards
* Overtime
* Performance reviews
* Dress code
* Personal Conduct standards
* Progressive Disciplinary actions
* Confidentiality
* E-mail and Internet usage

## Safety and Health issues

## Violence in the workplace

## Alcohol and Drug usage

* Accidents and Emergencies

1. **Review the Health Insurance Policy with the new employee. (Training Officer, Office Manager)**

* All co-pays will be explained.
* All necessary forms will be completed.

1. **Present new employee with all standard issue equipment. (Training Officer)**
2. **Review the Company Employee Manual. (Training Officer)**
3. **Review the company’s competitive position in the industry. (Training Officer)**

* A brief review of the company’s competitors will be given.
* A brief history of the company’s advertising and promotion will be given.

1. **Familiarize the new employee with the short- and long-term goals of the company. (Training Officer)**

* Avenues for advancement will be shown.

1. **Review the Vision and Mission of the company. (Training Officer)**
2. **Review the Philosophy and Values of the company.**
3. **Have the employee complete the new Employee Orientation Checklist, sign and date the checklist, and put in the employee’s file upon completion (*Sample Form is provided below)***
4. **Close with a general question and answer session.**

### Orientation Checklist

|  |  |  |
| --- | --- | --- |
| **Name:** | **Job Title:** | **Hire Date:** |
|  |  |  |

|  |  |
| --- | --- |
| **Introduction to (Insert Company Name Here)** | |
|  | Organization and its function |
|  | Operations Manual |
|  | Company’s position in the industry |
|  | Company Vision and Mission |
|  | Organizational Goals |

|  |  |
| --- | --- |
| **New Employee Paperwork** | |
|  | W-4 and State Tax Forms |
|  | I-9 Form |
|  | Insurance Enrollment Forms |

|  |  |
| --- | --- |
| **Compensation and Benefits** | |
|  | Compensation Agreement |
|  | Salary Increases / Performance Review process |
|  | Incentive / Bonus programs |
|  | Pay procedures |
|  | Performance Reviews |
|  | Dress code |
|  | Personal Conduct standards |
|  | Progressive Disciplinary actions |
|  | Confidentiality |
|  | E-mail and Internet usage |
|  | Accidents and Emergencies |

|  |  |
| --- | --- |
| **Training Schedule** | |
|  | Review training plan |

|  |  |
| --- | --- |
| **Other items reviewed and/or discussed** | |
|  |  |
|  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **Signature of Employee:** |  | **Date:** |  |
| **Signature of Manager:** |  | **Date:** |  |

|  |
| --- |
| **Note:** |
| **To be signed upon completion of all orientation items. Signed copy is to be placed in the employee’s personnel file.** |