

Recruiting, Interviewing and Hiring Potential Employees

Recruitment is the active search for the best qualified applicants to fill jobs. Any recruitment effort should be preceded by a thorough analysis of the personnel needs of the district, plus a determination of the appropriate qualification standards for all positions.

Once the decision has been made to hire a particular type of employee and the qualification standards have been set, the next step is to identify recruitment sources that will supply the best candidates.

Recruitment Methods

The following methods can be used by districts to recruit employees depending on local situations and needs.

1. Advertising on TV, radio, websites or in newspapers
2. Direct mailing of letters to individuals
3. Utilizing civic or community groups
4. Using public employment services
5. Contacting universities, community colleges and vocational schools
6. Encouraging district employees or officials to contact potential candidates
7. Cooperating with other governmental jurisdictions
8. Utilizing commercial employment agencies
9. Asking district cooperators about potential candidates

Employment Applications/Resumes

Application forms are important because they provide

1. A permanent record
2. Information about the applicant
3. A screening device

In addition to an applicant's name, address, zip code, phone number and social security number, the following additional information is generally obtained: education and training, work experience, military experience, convictions of crimes.

Don't try to include everything on an application form. Request only the information that is job related and useful. Federal and many state and local laws prohibit requests for information that may result in discrimination. Be careful to avoid such requests. A sample application form for employment is included in this chapter.

Interviewing Candidates

A personal, face-to-face interview is an important part of recruitment. The main purpose is to exchange information.

The interviewer should get as much information as possible from the candidate that will affect the decision to hire the applicant. In turn, the interviewer should provide the necessary information about the job and the district that will enable the applicant to make decisions. Be

honest. Do not leave the person with any false impressions about the duties, the pay, the advancement possibilities, etc. of the position.

Conducting the Interview

1. Encourage the applicant to talk. Ask a good lead off question such as “Tell me about your last job.”
2. Ask “tell me” questions that will allow for more complete answers, as opposed to asking yes or no questions.
3. Avoid controversy. Don’t interrupt the applicant. Avoid putting the applicant on the defensive by arguing or displaying authority.
4. Avoid leading questions, such as “Doesn’t your present job call for considerable planning?” Instead ask, “What planning responsibilities do you have in your present job?”
5. Take notes.
6. Give the applicant an opportunity to ask questions about district employment.
7. Be objective in your evaluation.

Application forms and interview questions should not violate the Civil Rights Act. The following list covers what questions may be asked, and those which if asked, might be considered a violation.

	APPROPRIATE	QUESTIONABLE
Name	Ask applicant for other names under which employed or educated (for reference checking purposes only).	Ask applicant for maiden name, previous names, names of relatives, etc.
Arrests	Ask if applicant has been convicted of a crime, and if so, for details. Indicate that this is not an automatic bar to employment.	Ask if applicant has ever been arrested.
Address	Ask applicant for address. Tell applicant of district continuing residency requirements, if any.	Limit geographical area in accepting application.
Birth Place/Ancestry		Ask applicant for birth place of self or relative. Ask applicant to disclose ancestry or national origin.
Age	Ask applicant age if for bona fide occupational qualification or minimum age laws.	Ask applicant age.
Religion	Tell applicant the workweek requirements	Ask applicant for any information regarding religion, creed, holidays, preferences).
Race/Color	Tell applicant a photograph may be required after hiring	Ask applicant for photograph before hiring. Ask applicant for eye or hair color.
	APPROPRIATE	QUESTIONABLE

Citizenship	Ask if applicant is a U.S. citizen or intends to become one.	Ask applicant if self or relatives are naturalized or native-born citizens or request citizenship dates.
Education or Experience	Ask applicant about education and work experience	Ask applicant in what country attended school.
Relatives	Ask applicant if any relatives are currently employed by district	Ask for names names and addresses of relatives to be notified in case of emergency. Ask a male applicant the maiden name of wife or mother.
Military	Ask applicant about military experience in the U.S. Armed Forces or State Militia.	Ask applicant about foreign military. Ask applicant to produce military discharge papers before hiring.
Memberships	Ask applicant about membership in organizations which do not disclose race, religion, or national origin Ask if applicant belongs to an organization which advocates the violent overthrow of the U.S. government.	Ask applicant about membership in organizations which would indicate religion, race or national origin.
Sex		Ask applicant to indicate sex, unless when it is a bona fide occupational qualification, i.e. washroom attendant, etc.
Child Care		Ask applicant about child care arrangements.
Marital		Ask applicant about marital status, spouse's name or occupation, prior married name, Mr., Mrs., etc.
Saturday/Sunday Work	Tell applicant that job involves work on these days and that a reasonable effort will be made to accommodate the religious needs.	
Height/Weight		Ask applicant about height and weight, unless bona fide occupational qualification.
Salary	Ask applicant for salary desired, or salary history.	Ask applicant for lowest salary acceptable.
Credit		Ask applicant for credit information (charge accounts, home ownership).

Types of employment

The following definitions or classifications may be useful to districts in setting policy. They may be modified to fit a particular district's needs.

Permanent full-time employee. An employee who has been hired to fill a continuing position requiring a minimum of 40 hours per week or work and who has successfully completed a probationary period. The employee is entitled to all fringe benefits.

Permanent part-time employee. An employee who has been hired to fill a continuing position requiring less than 40 hours of work per week on a regular and recurring schedule and who has successfully completed a probationary period. The employee may be entitled to fringe benefits on a pro-rated basis.

Temporary employee. An employee who has been hired to fill a position of limited duration, serves no probationary period, is paid an hourly wage for the hours actually worked and receives benefits at the board's discretion.

Equal Employment Opportunity

In passing the Civil Rights Act of 1964, Congress established as a compelling national priority that discrimination in employment be eliminated. As a public employer, districts are responsible for insuring that discrimination on the basis of race, color, national origin, age, religion or sex does not occur in any aspect of employment, including advertising, recruitment, referrals, testing, hiring, assignment, transfer, promotion, training, apprenticeship, disciplinary action, layoff and recall, termination, compensation, benefits and all other terms, conditions, and privileges of employment.

A handbook for state, county and municipal governments regarding their responsibilities in the area of equal employment opportunity can be downloaded from the Department of Labor at <http://www.dol.gov/asp/programs/EmpLawGuideFINAL.pdf>

Political Participation (Hatch Act)

Federal law prohibits certain partisan political activity by an officer or employee of a State or local agency under some circumstances. The law is enforced by the Merit Systems Protection Board of the Federal Government.

Don't rely on the advice of friends, fellow workers or others who may not have special knowledge of the law. Section 1502 (a) of title 5, United States Code, commonly referred to as the Hatch Act, places certain restrictions on political activity of individuals employed by a State or local agency whose principal employment is in connection with an activity which is financed in whole or in part by loans or grants, other than revenue sharing funds, made by the United States or a Federal agency. "State or local agency" means the executive branch of a State, municipality, county or other political subdivision of a State, or Agency or Department thereof.

Covered state of local agency employees may:

- ? Run for public office in nonpartisan elections
- ? campaign for and hold office in political clubs and organizations

- ? actively campaign for candidates for public office in partisan and nonpartisan elections
- ? contribute money to political organizations and attend political fundraising functions

Covered state and local employees may not-

- ? be candidates for public office in a partisan election
- ? use official authority or influence to interfere with or affect the results of an election or nomination
- ? directly or indirectly coerce contributions from subordinates in support of a political party or candidate

Penalties for Violating the Hatch Act

If the Merit Systems Protection Board finds that the violation warrants dismissal from employment, the employing agency must either remove the employee or forfeit a portion of the federal assistance equal to two years salary of the employee. If the Board finds the violation does not warrant the employee's removal, no penalty is imposed.

Visit the U.S. Office of Special Counsel – Hatch Act website, located at http://www.osc.gov/ha_state.htm for more information.