

HR Standard 1.3

Hiring Procedures

PHILOSOPHY

Hiring the most appropriate person requires active participation of agency personnel at all levels. The agency executive, human resource, and supervisory staff must collaborate to recruit, screen, interview, and select the most qualified and committed applicant who can contribute to the agency's mission.

OUTCOME

To identify and hire the most qualified and best applicant for every position within the PCSA.

APPLICATION (an example from Muskingum County Children Services)

1. Logistically, the hiring process is the responsibility of the Human Resources Director or an individual within the PCSA whose duties encompass those of a typical Human Services Director.
2. The supervisor of the unit having vacancies (clerical, support, casework, child care worker, etc.) will provide the HR Director with the number and type of vacancy. The HR unit will then internally post the positions as required. An advertisement, designed specifically for the position and designed to be attractive and market both the position and the agency, is then placed in all local papers. Additional advertisement may occur outside of the county, at universities, within professional journals, on the Internet, and on-site and in person at various locations. Resumes are requested with cut-off date for receipt.
3. Resumes are acknowledged with a letter inviting all applicants to an orientation meeting and indicating that the meeting will last approximately two hours. Orientations are always held at 6pm during the week. At each orientation session the executive director presents an enthusiastic and motivating overview of the agency and each unit. A computer generated presentation incorporating music, film clips, slides of youth and workers doing projects, comparative statistics showing agency progress and low turnover, takes about forty minutes. Applicants are encouraged to ask questions at any time and each is given a copy of the frames in the presentation with momentos: pencils, an agency mug, etc.
4. All supervisors are present throughout and they answer any questions that any applicant may have of a specific unit. Additionally, those supervisors whose units have vacancies usually complete a brief presentation focusing directly and explicitly upon the duties of the vacant position. This concrete depiction of unity and team work is frequently commented upon during the actual interviews. It is an important part of the marketing process. Additionally, the presence of all supervisors and the Executive Director convey the agency's commitment to the process and recognizes the dignity of each applicant.
5. Immediately after the presentation, the applicants are informed that, after a break, testing will be completed. They are also encouraged to take this opportunity to screen themselves out (by leaving) if they have decided that working in the agency is simply not what they wish at this time.
6. After the break, a full explanation of the tests and their purpose is given and applicants then complete the testing process which usually takes 40 to 50 minutes. Also at this time an interview date is set and, as applicants complete their tests, they are asked to sign up for a time on that date. Scheduling conflicts are addressed at this time.
7. All applicants who indicate that they desire to be interviewed, regardless of test results.
8. The HR Director grades, interprets, and provides the test results to all supervisors (along with copies of resumes) prior to the interviews.
9. Group interviews are conducted. All supervisors participate and ask questions or respond to applicant questions. Interviews are scheduled at 30 minute intervals and are typically completed in one day.

Applicants are asked to bring four professional references (names and phone numbers) with them to the interview. (Four references speeds the process since contacting references is the most time-consuming part of this process. Three are required.) A group discussion among supervisors then ensues about the applicants, the impressions from the interviews and testing results. A final decision on which applicants to pursue is made the same day.

10. The HR Director then calls references. A standardized format is used to query references but the freedom to pursue other questions is always possible. Responses are recorded verbatim, when possible. Additionally, inquiries to the appropriate law enforcement officials are made to determine if the applicant has any criminal record that may disqualify him/her from being considered for the position. This information is then shared with other supervisors and specifically with the supervisor whose unit has vacancies. A decision is made on who will be offered the position and either the specific unit supervisor or the HR supervisor will phone the applicant and offer the position.

11. If the applicant accepts the position, he/she is instructed to contact the agency's personnel specialist who schedules an initial informational interview and an appointment with the county's physician for a physical examination (for which the agency pays). The results of the examination are forwarded to the County Commissioners, usually within four days. The agency is then notified that the applicant may or may not be hired. If approved, a second interview with the personnel specialist is scheduled. On that day that the applicant will actually start work.

Adapted from Muskingum County Children Services Board 12/01