



# **HR Resource:**

## **HIRING PROCESS/PROCEDURE**

### **Supplemental Materials**

- **Step-by-Step Process**
- **Sample Forms**
- **Sample Policies**
- **Sample Offer & Rejection Letters**
- **Background & Reference Checks**
- **Quality of Hire & HR Audit**

# HR Toolkits



## HIRING PROCESS/PROCEDURE

Creating a step-by-step process to manage the hiring process helps employers be compliant and consistent as they build their workforces. Here are some suggested steps, including samples forms and procedures to manage this process.

### Step 1

**Identifying the hiring need.** Identifying the hiring need within your organization is the first step in the process. A hiring need may develop because of a vacated position (termination or transfer/promotion), to better manage a department's workload, or because the business is expanding. Regardless, there is a void that needs to be filled.

Identifying the need typically begins with a **Personnel Requisition** submitted by a supervisor/manager to the Human Resources Department. [\(See sample form below.\)](#)

### Step 2

**Revising/creating a job description and pricing the job.** Human Resources should meet with the hiring manager to review the essential job duties, qualifications, and experience to perform the job and ensure the position description is updated. Once this is done, Human Resources should review the current pay range for that position and determine the appropriate pay rate for the job.

If a job description hasn't already been created, the job description writer contained in the members-only section of AAIM's website can be helpful to quickly create a job description that contains the competencies and physical requirements unique to your position.

### Step 3

**Review your application.** Review your current application (paper and online) to make sure the information requested is still relevant and that the questions are worded in a legally compliant manner. Also, if you conduct background checks using a third-party provider, make sure you have the latest Fair Credit Reporting Act disclosure and consent forms.

### Step 4

**Create a recruitment plan and advertise the job.** The recruitment plan includes posting the job internally as well as externally and establishing timeframes for placing the ad (internally and/or externally), where to place the ad (company website, social media, job posting sites such as InDeed, job fairs, industry publications, local newspapers, etc.), and whether to utilize external recruiters to source job candidates. Job ads should contain bulleted information explaining the job duties and minimum qualifications needed to perform the job. The job



ad also needs to include a non-discrimination statement, a statement that the company conducts drug testing (if applicable).

### Step 5

**Review applications.** Screen applications to determine if the applicant has the minimum qualifications for the job. Once you've eliminated those who don't meet the minimum qualifications, review the remaining applications to identify those the company would like to interview.

### Step 6

**Phone interview/initial screening.** An initial screening by an HR representative to determine if applicants have the required qualifications to meet the position and align with the organization's culture and values enables the organization to efficiently pare down the list of candidates. Employers may use Skype, FaceTime, or some other video interviewing platform to conduct this initial applicant screening. (See [sample interviewing questions and script below](#).)

### Step 7

**Interview by the hiring manager.** Once HR has selected those applicants with the required qualifications who seem to align with the organization's culture and values, the hiring manager will interview the candidate. Depending on the size of the organization, the hiring manager will typically conduct an initial face-to-face interview that will focus on the applicant's experience, skills, work history, and availability. Subsequent interviews may include interviews with other members of management, staff, executives or other members of the organization. This may be either one-on-one or in a group interview session. Final interviews may include conversations with the organization's senior leadership or a more in-depth discussion with the hiring manager. Final interviews are typically only extended to a very select pool of top candidates.

### Step 8

**Applicant assessment.** During the course of the interview process, applicants may be asked to take a standardized test to assess such things as skills to perform the job, problem-solving ability, reasoning, reading comprehension, emotional intelligence, etc. These tests should be given to all applicants at the same point in the application process. Additionally, employers should ensure the tests they are using have been validated to show they do not adversely impact any particular group of individuals (gender, race, age, etc.).

### Step 9

**Decision.** Once applicants have completed the interview process and any pertinent assessments, the hiring manager should select the candidate who best qualifies for the job. If no candidate meets the hiring criteria, a decision should be made to determine whether or not to start the hiring process over.



### Step 10

**Offer letter.** Once a decision has been made, the applicant should be called to extend the job offer verbally and a formal offer letter should be sent to the applicant. At the same time, we are talking with the applicant, they should be instructed to go to our designated lab for a drug screen, if applicable.

The offer letter should include details regarding the rate of pay, anticipated start date, benefits, etc. and should also include a statement that the offer is contingent upon a satisfactory background check and/or drug screen. Additionally, the applicant should be asked to return the signed offer letter by a specific date. (Sample offer letters can be found below.)

### Step 11

**Background/Reference Check and Drug Screening.** During the application stage, the applicant should have completed a consent form giving you authorization to conduct a background/reference check. Also, at the offer stage, they would have been instructed to go to our designated lab for a drug test within a specific time frame.

If the background checks and drug screening results are satisfactory, confirm with the employee via phone, email, or text their expected start date, time, etc.

If the background check is not satisfactory, follow the Fair Credit Reporting Act (FCRA) protocol for issuing pre-adverse and adverse action letters. If there is a positive drug test result, follow your normal protocol to notify the applicant of this and formally withdraw the offer of employment. If you follow a specific federal or state Drug Free Workplace Program, you must follow those specific protocols for notifying the applicant of the failed drug test and that notification will likely include a copy of the drug testing results along with instructions about how to appeal the result.

### Step 12

**Onboarding/Orientation.** AAIM's **Onboarding Toolkit** provides a comprehensive guide to successfully onboarding new employees.

***Please see AAIM's Interviewing Toolkit for comprehensive guidance on conducting interviews.***



# SAMPLE FORMS

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## EMPLOYEE/PERSONNEL REQUISITION

**NOTE**

**All positions require a completed position description before recruitment commences. Attach the position description to the Requisition and enter below any additional duties/qualifications that may be required due to special circumstances.**

**I. POSITION INFORMATION (to be completed by Hiring Manager)**

Position Title: _____			
Salary Grade: _____	Salary Range: MIN _____	MID _____	MAX _____
Date Needed: _____	Dept./Location: _____	Reports to: _____	<input type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
<input type="checkbox"/> Regular <input type="checkbox"/> Full-Time <input type="checkbox"/> Temporary <input type="checkbox"/> Part-Time	Hours/Days: _____	Length of Assignment: From: _____ To: _____	
Budgeted? <input type="checkbox"/> Yes <input type="checkbox"/> No	Does a current employee qualify? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please give employee's name: _____		
If replacement, for whom? _____ Replaced Person: <input type="checkbox"/> Promoted <input type="checkbox"/> Transferred <input type="checkbox"/> Terminated <input type="checkbox"/> Other Change date: _____ Explain: _____ _____ _____ _____		If addition to staff, give reason: Workspace allocated? <input type="checkbox"/> Yes <input type="checkbox"/> No Equipment ordered? <input type="checkbox"/> Phone <input type="checkbox"/> Computer Other: _____ _____ _____ _____	
Knowledge, Skills, Abilities Required: _____ _____ _____ _____ _____ _____ _____		Education, Experience Needed: _____ _____ _____ _____ _____ _____ _____	
Comments: _____ _____ _____ _____		Comments: _____ _____ _____ _____	

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**II. RECRUITING PLAN (to be completed by Hiring Manager & Human Resources Department)**

**1. Interview Loop**

1st Round:	2nd Round:	Final:
		Other

**2. Sourcing/Advertising**

2a. Sourcing

- |  |  |
|--|--|
| <input type="checkbox"/> Internal Posting Data                   | <input type="checkbox"/> Agency              |
| <input type="checkbox"/> File Search                             | <input type="checkbox"/> Internal Candidates |
| <input type="checkbox"/> Colleges/Universities                   | <input type="checkbox"/> Job Services        |
| <input type="checkbox"/> Minority Resources                      | <input type="checkbox"/> Suggested Leads     |
| <input type="checkbox"/> Professional Associations/Organizations | <input type="checkbox"/> Employee Referral   |
| <input type="checkbox"/> Internet                                |  |

2b. Advertising

Where/Publication:

Dates:

Estimated Cost:

Comments/Recommendations:

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**3. Action Steps**


Review progress on:

**III. HIRING INFORMATION (to be completed by Human Resources Department)**

Date Requisition Opened:	Date Requisition Closed:
Person Hired: (First, Middle Initial, Last):	Start Date:

**IV. APPROVALS (all signatures required)**

Supervisor:	Date:	Next Level Review:	Date:
Second Level Review:	Date:	Human Resources:	Date:

- Copy 1 - Human Resources
- Copy 2 - Personnel File
- Copy 3 - Supervisor

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## EMPLOYMENT APPLICATION

This employer is an equal employment opportunity employer. We adhere to a policy of making employment decisions without regard to race, color, age, sex, religion, national origin, genetic information, disability, veteran status, sexual orientation/gender identity, citizenship status, marital status or any other status protected by law. We assure you that your opportunity for employment with this employer depends solely upon your qualifications.

Applicants with disabilities may be entitled to reasonable accommodation under the terms of the Americans with Disabilities Act and certain state or local laws. A reasonable accommodation is a change in the way things are normally done which will ensure an equal employment opportunity without imposing undue hardship on the company. Please inform the company's human resources representative if you need assistance completing any forms or to otherwise participate in the application process.

*Please answer all questions completely in your handwriting in ink. Resumes are not accepted in lieu of completion of this application. NOTE: This application was designed to use with several types of job positions. Some questions may not be completely applicable to the job position you are seeking; however, we ask that you answer all questions.*

### I. PERSONAL INFORMATION

Last Name	First	Middle	Date
Street Address		Email Address	Home Phone ( )
City	State	Zip	Cell Phone ( )
Have you ever been involuntarily terminated or requested to resign? <input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes" explain:		If hired, can you provide verification of your legal right to work in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Are you at least 18 years of age? <input type="checkbox"/> Yes <input type="checkbox"/> No	If required for the position, do you have a valid driver's license? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Have you ever worked under a different name? <input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes" name:			
Are you able to perform the essential functions of the position as listed and described on the attached job description or as demonstrated by the company representative with or without a reasonable accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Do you have a non-compete agreement or are you subject to any restrictive covenant with any of your former employers? <input type="checkbox"/> Yes <input type="checkbox"/> No If "Yes" please explain.			

### II. EMPLOYMENT INTERESTS

Position Desired	Date Available	Salary Desired	Would you be willing to work overtime? <input type="checkbox"/> Yes <input type="checkbox"/> No
Type of Employment Desired Regular <input type="checkbox"/> Full-Time <input type="checkbox"/> Temporary <input type="checkbox"/> Part-Time <input type="checkbox"/>	Days and hours available for work		
How were you referred to our company? <input type="checkbox"/> Agency (Name) _____ <input type="checkbox"/> Ad (Where) _____ <input type="checkbox"/> Employee Referral (Name) _____ <input type="checkbox"/> Other (Please specify) _____ <input type="checkbox"/> Walk-in _____			

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**III. EDUCATION INFORMATION**

School Level	Name and Location of School	Course of Study	Circle last grade completed	Did you graduate?	Degree or Diploma
High School			1 2 3 4	<input type="checkbox"/> Y <input type="checkbox"/> N	
College/University			1 2 3 4	<input type="checkbox"/> Y <input type="checkbox"/> N	
Post Graduate			1 2 3 4	<input type="checkbox"/> Y <input type="checkbox"/> N	
Business/Trade Technical			1 2 3 4	<input type="checkbox"/> Y <input type="checkbox"/> N	

**IV. SKILLS - If Applicable for Position for Which You Are Applying**

Foreign Languages (indicate proficiency to speak, read and write)

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PC Skills (Indicate software used)

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Other Skills

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Do you have any experience, training, qualifications or special skills that you think make you especially suited for work at this company? (Explain)

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**V. EMPLOYMENT INFORMATION (start with current or most recent employer). Account for all time periods including unemployment, self-employment and military service. (Attach separate paper(s), if necessary.)**

<b>1</b>	Company Name		Phone ( )		From Mo./Yr.	To Mo./Yr.
	Street Address		City	State	Zip	
	Job Title		Duties			Reason for leaving
	Supervisor Name					



**V. EMPLOYMENT INFORMATION (start with current or most recent employer), Continued**

<b>2</b>	Company Name		Phone ( )		From Mo./Yr.	To Mo./Yr.
	Street Address	City	State	Zip		
	Job Title	Duties			Reason for leaving	
	Supervisor Name					
<b>3</b>	Company Name		Phone ( )		From Mo./Yr.	To Mo./Yr.
	Street Address	City	State	Zip		
	Job Title	Duties			Reason for leaving	
	Supervisor Name					
<b>4</b>	Company Name		Phone ( )		From Mo./Yr.	To Mo./Yr.
	Street Address	City	State	Zip		
	Job Title	Duties			Reason for leaving	
	Supervisor Name					

**VI. ACKNOWLEDGMENT**

*Please read carefully, initial each paragraph, and sign below*

Initial	I understand that as a condition of employment I may be required to take a post-offer/pre-employment alcohol/drug test. I further understand that, if management suspects that I am under the influence of drugs or alcohol, I may be required to take a drug/alcohol test. I also understand that I may be required to submit to a random drug/alcohol test during employment.
Initial	I understand that all offers of employment are conditioned upon my providing satisfactory documentary proof of my identity and legal right to work in the United States.
Initial	I hereby acknowledge that I have read the above statements and understand them. I certify that I, the undersigned applicant, have personally completed this application. I declare that the facts contained in the application (or any resume or other documents submitted) are true and complete to the best of my knowledge. I understand that any misrepresentations or omissions will disqualify me from further consideration for employment, and will result in my dismissal from employment, if discovered later.
Initial	This application will remain active for ninety (90) days. Any applicant wishing to be considered for employment beyond ninety (90) days must reapply.
Applicant Signature:	
Date:	

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## INTERNAL JOB APPLICATION FORMS

### SAMPLE 1

Employee Full Name: \_\_\_\_\_ Date: \_\_\_\_\_

Current Job/Location: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Posting Number & Position Applying For: \_\_\_\_\_

Please state why you are applying for this position and why you should be considered:

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Please list skills, knowledge, education, certification, and/or experience which may qualify you for this job opportunity. (You may also attach a current resume.)

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Supervisor Comments (optional):

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In keeping with the job posting guidelines, I am eligible for consideration.

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Employee's signature & date

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Supervisor's signature & date



**SAMPLE 2**

Name:	Division:
Current Position:	Salary:
Time in Current Position:	
Position Applied For:	Division:
<b>QUALIFICATIONS</b>	
List any education/training/experience that you feel may qualify you for this position. Specify what qualifications were obtained as an employee of this Company.	
Education/Training:	
Experience:	
Special Skills or Abilities:	
List the positions you have held as an employee of this Company:	
I am interested in this position because:	
Applicant's Signature:	Date:
Supervisor's Signature:	Date:
<i>The Supervisor's signature does not indicate approval or disapproval of the employee's application. It merely indicates that the Supervisor has been informed of the employee's intention to apply for a transfer.</i>	
Received by Human Resources:	Date:
Interviewed by:	Date:
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected	Reason:

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# SAMPLE POLICIES

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## HIRING POLICY/PROCEDURE

### Sample 1

[COMPANY] is committed to ensuring a fair and equitable recruiting and hiring process that results in the appropriate match of skills, knowledge, experience, and job requirements.

When planning staff recruitment, a hiring supervisor must ensure the job description is updated. The supervisor can then begin the recruitment process by considering priority and internal candidates. The hiring supervisor should consider and interview all qualified priority and internal applicants - especially those who are on redeployment, layoff, or return-to-work status.

**Recruitment/Hiring Process** - The recruiting and hiring process includes:

- Identifying and attracting qualified applicants while increasing the representation of members of protected groups in the organization's workforce.
- The provision of a strong priority given to qualified [COMPANY] staff in all hiring decisions and particularly for those who face the loss of a position due to a reduction-in-force, layoff (or have faced a layoff within the previous 12 months), or disability/Workers' Compensation.
- The encouragement of the career growth of current staff.

**Posting Vacancies & Filling Jobs** - All approved, vacant positions must be posted for a minimum of seven calendar days on the [COMPANY's] job website [hyperlink]. The recruitment office electronically posts new vacancies so that all eligible staff may be informed of job opportunities within the organization. Departments are encouraged to advertise vacant positions beyond the stated minimum posting period.

**Waiving Posting Requirement** - The company's posting requirement may be waived for the following two reasons:

1. When a qualified return-to-work, redeployment, or layoff-status priority candidate is identified for selection.
2. The position can be posted within the department only for seven calendar days so as to allow an internal promotion if staff are qualified and meet the job group's hiring goals.

Waivers are approved by the entity or department Human Resources representative and the vice president for Human Resources or his/her designee. Favorable consideration will be given where circumstances demonstrate good reasons for a waiver in the best interests of [COMPANY]. If a waiver is approved, the department must consider all qualified staff in the department before selecting a staff member for promotion and provide documented evidence to support the selection.

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**Recruitment Advertisements** - When a recruitment advertisement is placed in a newspaper, journal, or other marketing medium, the advertisement will include information regarding compliance with federal, state, and local regulations pertaining to equal opportunity. All advertisements must state that [COMPANY] is an Equal Opportunity Employer.

**Interviewing** - Hiring supervisors are responsible for the interviewing of applicants for vacant positions in their department. The candidate pool should be sufficient to enable selection of several qualified, diverse, and interested applicants for interview. If this goal is not achieved, the hiring supervisor should contact the recruiter to discuss further recruitment efforts.

The candidates considered for interviews must include - but need not be limited to - qualified staff on layoff or reduction-in-force, staff returning from instances of workers' compensation or disability.

If they have not yet done so, applicants contacted for interviews must be asked to complete [COMPANY'S] application process online [hyperlink].

**Offer of Employment** - A job candidate's offer of employment is conditioned by his or her proper completion of [COMPANY'S] online application, satisfactory reference checks, and satisfactory pre-employment qualifications - including background checks, governmental sanction checks, health screenings, and/or drug and alcohol screenings.

All offers of employment must be in writing and must be accepted in writing. Offer letters will contain all information necessary for the candidate to understand the salary, benefits and requirements of the position. The offer letter will include:

- Salary (weekly amount or hourly depending on the position) and any additional financial considerations
- Amount/type of relocation benefits, if applicable
- Position title, department name
- Start date
- Any contingent background checks and/or drug tests required prior to start date
- Orientation information
- Contact person for pre-arrival period (in addition to the hiring official)
- Request for written acceptance or rejection of the offer



## Sample 2

### Objective

[Company Name] believes that hiring qualified individuals to fill positions contributes to the overall success of the company. Each employee is hired to make significant contributions to [Company Name]. In hiring the most qualified candidates for positions, the following process should be followed.

### Hiring Process and Procedures

**Personnel requisitions** - Personnel requisitions must be completed to fill [Company Name] positions. Requisitions must be initiated by the department supervisor/manager, approved by the division vice president and then forwarded to the human resource (HR) department.

Personnel requisitions must indicate the following:

- Position title.
- Position hours/shifts.
- Exempt or nonexempt status of the position.
- Reason for the opening.
- Essential job functions and qualifications (or a current job description may be attached).
- Any special recruitment advertising instructions.

**Intake meetings** - HR will arrange a meeting with the hiring manager to conduct an intake meeting prior to posting a job opening to learn more about the position, the requirements and the profile of the ideal candidate. The recruiting strategy will be set during this meeting and expectations established with all the key stakeholders.

**Job postings** - HR will create job postings that briefly describe the job opening and communicate [Company Name's] brand. All job openings will be posted concurrently on [Company Name's] intranet and externally with sources appropriate for the position being filled. Jobs will remain posted until the position is filled. The HR department will be responsible for tracking all applicants and retaining applications and resumes as required.

**Internal applicants** - Current employees with a satisfactory employment status may apply for internal job openings. The consents of the employee's manager and the HR department may be necessary for employees with less than one year of service with [Company Name].

All applicants for a posted vacancy will be considered based on their qualifications and ability to perform the job successfully. Internal candidates who are not selected will be notified by the HR department.

**Interview process** - The HR department and the hiring manager will screen applications and resumes prior to scheduling interviews. Initial interviews are generally conducted by the HR department and the hiring manager using behavior-based interview questions and a structured interview process. Candidate evaluation forms will be completed after each interview and retained with the application. The HR department will notify applicants who are not selected for positions at [Company Name].

**Reference checks**- HR will conduct professional reference checks and employment verification on the top candidates based on the results of the candidate evaluation forms completed by the interviewers. A minimum of three professional references are required from each candidate.

**Job offers** - After a decision has been made to hire a candidate, an offer will be made contingent on the satisfactory completion of required background checks and drug screening. Background checks will vary depending on the position and may include criminal history, credit history, driving record, drug testing or any other relevant information for the job.

Internal applicants must complete required background checks and drug screening if not previously completed.

Once the HR department receives satisfactory results from all required background checks and drug screenings, candidates will be provided with a final job offer. If a candidate fails to accept an offer of employment within 7 calendar days, the offer may be rescinded by the company.



## INTERNAL JOB POSTING POLICY SAMPLES

### SAMPLE 1

As an equal opportunity employer, [Company Name] is committed to advertising new career opportunities to its employees created by open positions within the organization.

Open positions, except as noted below, will be posted within the framework of the Human Resources intranet website for a period of 10 calendar days. In certain circumstances, [Company Name] reserves the right to fill an open position without posting company-wide notification.

[Company Name] may elect to initiate a simultaneous external search during the posting period. During the 10-day posting period, Human Resources may also recruit through established outreach channels. Human Resources is responsible for placing all recruitment advertising and managing all vendor relationships. During the 10-day posting period, employees may apply for any posted position. Postings will contain the primary job responsibilities, the minimum qualifications, and the preferred qualifications required to do the job. Eligible employees may apply for up to a maximum of three positions simultaneously.

Once internal applications have been received by Human Resources, [Company Name] will review them to ensure that the applicants meet the minimum requirements. If they do, applications will be forwarded to the hiring manager. In cases where there is a large employee response, the hiring manager may ask Human Resources to screen applicants based on preferred qualifications. The hiring manager may not interview all minimally qualified applicants. Employees who are selected for an interview must inform their current manager of the interview in advance.

To apply for a posted position, the employee must:

- Have a minimum of 1 year service in the current position (a current manager may waive this waiting requirement).
- Have an acceptable level of performance in the current position.

If an offer is extended to an internal candidate, the transfer date is generally on the start of the payroll period two weeks after offer acceptance (exceptions may be negotiated between current and hiring managers). After an offer has been extended and accepted, Human Resources will remove the posting from the website and from other external listings. Human Resources or the hiring manager will notify all internal applicants who have been interviewed for the position that a selection has been made.



Positions will remain on the website until they are filled. Employees who wish to apply for a position after the expiration date has passed should check with Human Resources to inquire whether applications are still being accepted. Positions may be filled only after the 10-day period has expired to ensure that the outreach conducted is sufficient to fulfill any applicable affirmative action commitments.

Some exceptions to the above posting policy may include business reasons such as:

- The need to accommodate a qualified employee returning from an approved leave of absence.
- The need to accommodate a qualified person with a disability.
- The need to accommodate a qualified person whose position was eliminated, or was officially notified that this would shortly happen, within the past six months.
- The case of natural career progression promotions.
- The case where the same position within the same department becomes available within 30 days of the end of the last posting.

## **SAMPLE 2**

[Company Name] has established a Job Posting Program to ensure that all employees are given equal opportunity for job advancement. The purpose of the program is to provide an effective method of communication to employees of specific job openings.

It is the intention of [Company Name] to fill all job vacancies from within the organization when employees with the skills and qualifications for that position are available. Promotions and transfers will be made without regard to age, race, color, sex, religion, national origin, sexual orientation, disability, veteran's status, marital status, or any other characteristic protected by law.

## **PROCEDURE**

- (1) All job vacancies up to and including Exempt Grade II will be posted in all locations on the designated company bulletin board.
- (2) Job vacancies will be posted for a period of time not less than five working days following the date of posting. Positions may be posted for a longer period of time as determined by the Human Resources Department and the hiring manager.
- (3) An employee may apply for a job opportunity by completing an application. Before application is made, employees must notify their immediate supervisor of their intention to apply for a posted position. To be considered for a posted position, an employee must have at least 6 months of continuous service with [Company Name]. An employee who has transferred to another position or has successfully advanced to a higher position must remain in that position for a period of not less than 6 months before becoming eligible to request consideration for transfer or promotion to any other position (part-time employees with less than 6 months of service may apply for a full-time position at the same grade level). Applications will be accepted for 7 days following the posting date.



- (4) Applications are accepted for only one specific job opening. To be considered for another job opening, an additional application must be completed and submitted. The Human Resources Department will consider only those employees who have completed the application. This application will be forwarded to the employee upon request.
- (5) The Human Resources Department will review the application to determine if the applicant meets the minimum requirements of the position as described in the Position Questionnaire. An applicant may be disqualified from consideration for any job vacancies for any one of the following reasons:
  - Applicant has a recent disciplinary action or policy violation.
  - Applicant has received two or more written warnings or reprimands within the preceding 6 months and/or is on a Performance Improvement Plan (PIP).
- (6) All candidates who meet the requirements of the position will be interviewed by the Human Resources Department and by the supervisor for the position being posted. These interviews will be scheduled by the Human Resources Department and will take place as soon as possible following the time the job posting response has been received. Prior to this interview, the applicant's current supervisor must be notified by the applicant concerning the time and date of the interview. In determining which candidate should be selected because of job posting, full-time employees are given first preference, and part-time employees receive second preference. Consideration will be given to employees based on performance, skill, ability to meet the requirements of the new position, and length of service with [Company Name].
- (7) The supervisor will indicate, in writing, why the individual was selected for the position, and also outline the reasons why the rejected candidates were not selected. The Human Resources Department will notify employees who were not selected.
- (8) When the decision has been made, the Human Resources Department will notify the selected candidate and determine the time for transfer to the new position. The time for transfer will be decided between the supervisor of the new position and the supervisor of the area from which the candidate is being transferred.
- (9) External applicants also may be interviewed during the posting period; however, qualified internal applicants will be given first preference.
- (10) All positions must be approved by the Human Resources Manager or his/her designee.

## EXCEPTIONS

Transfers or promotions from one department to another will not be considered during an employee's first 6 months of employment or in current position. However, management may invite an employee to consider filling a vacancy during his/her first 6 months in a current position if it is in the best interest of [Company Name] and the employee.

A lateral or downward movement will be encouraged only if such a transfer is in the interest of an employee's career path.



### SAMPLE 3

(Your organization's name) is dedicated to assisting employees to reach their professional goals through internal promotion and transfer opportunities. One of the tools the company makes available to employees in managing their career is (your organization) internal job posting. This procedure enables current employees to apply for any available position either before or at the same time the position is advertised outside of the company.

Internal job opportunities are regularly posted on the "Career Opportunities" page of our website.

To Apply for an Opening:

#### **Step 1: Ensure that you meet the following eligibility requirements:**

- You are a current, regular full- or part-time (your company) employee.
- You have been in your current position for at least six months. (Exceptions to this six-month requirement can be made by your current supervisor and should be consistent with company business needs.)
- Your performance meets the performance development standards or established work standards in your current position.
- You have not had an employee counseling or corrective action within six months and are not following a performance improvement plan for your current position.
- You meet the qualifications listed for the position on the job posting.

#### **Step 2: Complete an Internal Job Application form:**

Applications are available from the Human Resources Department or in our online portal. Attach your resume, if you have one, to the completed application.

#### **Step 3: Submit the Internal Job Application to your supervisor for approval.**

#### **Step 4: Submit your completed and approved Internal Job Application to HR.**

**Step 5: Candidates who are qualified will participate in an interview by the hiring manager.** Finalists will participate in two additional interviews, with an HR representative and with an internal customer of the position or a manager. The selected person will be notified by the supervisor of the position.



# **SAMPLE OFFER & REJECTION LETTERS**

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## OFFER LETTER SAMPLES

*The resources listed below are intended as samples and may be adapted to meet style and use needs.*

### **SAMPLE 1**

This letter is a formal offer of employment for you to join our [COMPANY] <<area of hire or department>> team as <<title of job>>. We are pleased to offer you this opportunity. We are hopeful that you will choose to be part of the [COMPANY] family.

Summarized below are key provisions of the offer:

- A beginning base salary of \$\_\_\_\_\_. This offer is both internally equitable and competitive with market indices.
- [COMPANY]'s comprehensive benefits package which has been described in earlier conversations. The benefits include <<X>> weeks annual vacation accrual, with an increase to <<X>>weeks effective after one year. Enclosed is summary information on our benefit plans.
- (A statement concerning relocation is applicable)
- (Any conditional screenings i.e. criminal background, health, etc)

Enclosed is a copy of the job description, which we discussed with you during the interview process. It identifies the general duties and responsibilities of the position. I will work with you during your initial employment to establish performance targets and expectations.

<<Name>>, I think you have a good sense of the challenges and needs we face. You will make a difference in (department). We look forward to you adding value to our team. I hope that you will accept this offer and advise me in writing of the date that you are prepared to join us.

As part of our commitment to diversity and inclusion, [COMPANY] aspires to create a community built on collaboration, innovation, creativity, and belonging. Our collective success depends on the robust exchange of

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ideas--an exchange that is best when the rich diversity of our perspectives, backgrounds, and experiences flourishes. To achieve this exchange, it is essential that all members of the community feel secure and welcome, that the contributions of all individuals are respected, and that all voices are heard. All members of our community have a responsibility to uphold these values.

If you have questions or need additional information, please do not hesitate to call. We all look forward to working with you and welcoming you to [COMPANY]!

Sincerely,  
<<*manager name*>>

<<Title>>  
<<*manager phone*>>

**OPTIONAL INFORMATION WHICH MAY BE INCLUDED IN THE OFFER LETTER:**

- ❑ **Procedural information:** “You will be an exempt salaried staff member, meaning in part that you are exempt from overtime pay. Monthly paychecks are disbursed on the 25<sup>th</sup> of the month. Please report to <<*room*>> at <<*time*>> on your first day of employment”.
- ❑ **Policy Information:** “Information regarding [COMPANY]’s employment policies can be accessed through the Human Resources web site at [insert hyperlink] or through the Human Resources office at [insert phone number].”
- ❑ **Background check contingency:** “This employment offer is contingent upon the successful completion of the following prior to your start date: pre-employment criminal background check and reference checks”.
- ❑ **Substance abuse screening:** “The drug screen must be completed at least five business days prior to your start. To schedule these screenings, please contact <<*name, number*>>” no later than <<*date*>>.
- ❑ **Certification and Licensure:** “Continued employment in the position offered is in part contingent upon your maintaining required licenses and/or other credentials. It is your responsibility to present current and active documents upon hire, and to submit renewal documentation to your supervisor in a timely manner”.



- ❑ **Relocation expenses:** “We will reimburse you for documented moving expenses up to <<\$\$\$>>. We will also cover all approved expenses associated with one additional visit here for you and your spouse or partner prior to your relocation to the area. The<<department name>> will provide you with <<\$\$\$, i.e. any additional compensation>>. <<NAME>> is prepared to discuss the details of these provisions with you at your convenience and can be reached at <<phone number>>.”
- ❑ **Housing, community and real estate assistance:** Assistance with real estate, community tours and other housing matters is available through [COMPANY] Recruitment and your department.
- ❑ **Enclosures :**
  - department information
  - job description
  - orientation information
  - license information
  - relocation information
  - parking information
  - first day schedule

## SAMPLE 2

Congratulations! This letter will confirm our offer to you (and your acceptance) of employment with [Company], in the position of [Job Title] in our [Department or Division], located at [Address].

Your start date will be [Start Date], at [Start Time]. As discussed previously, your salary will be paid [Weekly/Biweekly/Monthly]. You will receive \$[Dollar Amount] per (week/hour), which is equivalent to \$[Dollar Amount] on an annual basis. You will be classified as a(n) (exempt/non-exempt) employee; your normal working schedule will be from [Start Time a.m.] to [End Date p.m.], Monday through Friday. Your supervisor will be [Supervisor’s Name].

This offer is contingent upon your passing a drug-screening test, and upon a satisfactory background check.

You must successfully complete a 90-day introductory period during which time you will have an opportunity to appraise the Company and job content, and the Company has a similar opportunity to appraise your job performance.

[Company] offers employees and their eligible dependents participation in its health and other benefits



plans. Information about company benefits, along with guidelines concerning your employment, are contained in [Company]’s employee handbook. You will be issued a copy of the employee handbook at the time your employment commences.

On your first day of employment, please report to [Person or Department] for orientation. At that time you must complete an I-9 Form, and supply us with documents proving both your identity and your legal right to work in the U.S. If you cannot supply these documents, you will not be able to begin work.

[Supervisor’s or President’s Name] and I are delighted to have you join our team and believe [Company] can offer you the type of job satisfaction and challenge you are seeking. Your employment with [Company] is for no specific term and may be terminated by you or [Company] with or without notice or cause at any time. No oral promise, [Company] policy, custom, business practice, or other procedure (including the [Company] Personnel Handbook or any other personnel manuals) constitutes any employment contract or modification of the at-will employment relationship between you and [Company]

Please confirm your acceptance of the offer as outlined herein by signing both copies of this letter and returning one to us in the envelope provided. If you have any questions, or if anything in this letter is not consistent with your understanding of our offer, please call me immediately. This offer is withdrawn if not accepted by [Date].

I look forward to working with you.

Sincerely,

I have read, understand and accept the offer of employment as outlined in this letter.

\_\_\_\_\_  
Human Resources

\_\_\_\_\_  
Applicant

\_\_\_\_\_  
Date



### SAMPLE 3

This letter is to confirm our offer to you to join [Company Name] as a [Job Title] in [Department Name]. In this position, you will be reporting directly to me. Your date of hire will be determined upon your acceptance of our offer.

Your compensation package will consist of the following:

- Annual base salary of [\$XX,XXX] paid bi-monthly, with periodic increases based on performance.
- Participation in the [Company Name] annual incentive plan, as governed by Company policy, with a targeted annual bonus of [\$X,XXX] ([X percent] of base salary), payable in the first quarter of the following year. Your incentive target for [Year] will be pro-rated for the days of actual employment. [X percent] of your annual incentive is based on [Goal/Metric] and [X percent] is based on [Goal/Metric].
- You will also, during the course of your employment, be entitled to participate in any group medical plan, group life insurance plan, profit-sharing plan, pension plan or any other benefit adopted by [Company Name] for the benefit of employees in our organization. Please note that participation in the profit-sharing and pension plan does not begin until after one year of service. For the remainder of [Year], you will accrue a pro-rated portion of your annual two-week vacation allowance.

As part of [Company Name's] drug-free workplace policy, you will be required to pass a pre-employment drug test before you may begin work. Enclosed is a brochure explaining the drug-testing process. Please contact [Telephone Number] to schedule an appointment for the test.

Employment with [Company Name] is contingent on successfully passing our drug screening test and reference checking.

Nothing contained in this letter shall limit the right of you or [Company Name] to terminate your employment with or without cause at any time.

We have great confidence in your ability to significantly contribute to the future success of [Company Name]. I look forward to working with you to build that success.

### SAMPLE 4

We are pleased to confirm our offer to you for the [Job Title] position in [Department Name]. Your starting salary will be \$XX,XXX per year and you will be paid bi-weekly. The duties and responsibilities will be as described by [Hiring Manager's Name]. Your current assignment is on the day shift, but this may be changed if business conditions necessitate.



The offer is contingent upon the successful completion of a background investigation, which includes a credit check, and a physical examination, which includes a drug screening test. The physical exam should be completed as soon as possible at [Clinic Name], but no later than three days before your scheduled start date. Attached is an authorization form. Please take this form with you to [Clinic Name], along with a picture identification card. Once we are notified of the physical examination results, we will contact you to establish more specific details regarding your start date.

To confirm your acceptance of the offer, please sign below and return this letter to me by [Date]. Feel free to call me with any questions at [Telephone Number].

Sincerely,

[Signature of Recruiter]

[Recruiter's Title]

I accept this position with the understanding that my employment shall be "at will" by [Company Name] or myself with or without cause. Any statements to the contrary are not binding upon [Company Name].

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

cc: [Hiring Manager's Name]

## APPLICANT REJECTION LETTERS

Although the samples below are provided as an example, do not use form rejection letters. Keep in mind that every applicant that has made it through the application process to the point of a written rejection deserves to be treated with dignity and respect. Never forget that every communication you make on behalf of your organization sends a message defining your organization in the public's perspective; make sure the message you send is consistent with your organization's mission and values.

### SAMPLE 1

Thank you for your response to our recent advertisement for the position of [fill in specific position applied for].



We appreciated the opportunity to review your credentials and are pleased that you are interested in employment with our company.

We have narrowed our search to a few applicants who have specific qualifications and experience we need for this position. Your credentials do not specifically meet those current needs, and we will not be pursuing your employment application any further at this time.

Thank you for your interest and we wish you the best of luck in your job search.

### **SAMPLE 2**

Thank you for your recent inquiry into the position open at [Your Organization]. We certainly appreciate your interest in working for us.

After reviewing your credentials, we have determined that your qualifications do not suit our needs at this time.

We will keep your application on file for future reference. [Include this only if you actually intend to do it.]

Thank you for your interest and we wish you the best of luck in your job search.

### **SAMPLE 3**

#### ***To applicants who were not interviewed:***

Dear XXXXX,

Thank you for your interest in the [position title] vacancy for [dept/unit]. Our department had an excellent response, and we have now selected another applicant. Best wishes in your employment search.

Best wishes for your employment search.

Dear XXXXXXXX,

Thank you for your application for the [position title] vacancy at [dept/unit]. Another candidate has been selected to fill this position.

I wish you well in your search for a new position.

Sincerely,

XXXXXXXXXX



Dear XXXXXXXX,

The Search Committee for [position title] at [dept/unit] has completed its initial review of the candidates for this position and narrowed the selection to a short list of candidates for further consideration. This review has been unusually difficult because of the strong pool of candidates.

Although the committee did not include you on our list of candidates for further consideration, I wish to convey that your candidacy (application) was competitive. We are grateful for your time and interest in this position.

Sincerely,  
XXXXXXXXXXXX

***To applicants not entirely eliminated from consideration:***

Dear XXXXXXXX,

The Search Committee at [dept/unit] was pleased by the response to the [position title] that we advertised. We had an excellent pool of applicants, making it difficult to limit the number of candidates to bring to campus for interviews.

However, we have made initial decisions and have entered the final phase of the selection process. Although the committee did not include you on its list of candidates for further consideration at this point, I wish to convey that your candidacy (application) was competitive and will be retained for possible reconsideration until the selection process is complete.

Thank you for your time and interest in our position. I will contact you again if your application comes up for reconsideration.

Sincerely,  
XXXXXXXXXXXX

***To applicants who were interviewed but not selected:***

Dear XXXXXXXX,

We appreciate the interest that you have shown and the time you have spent interviewing with us about the [position title] vacancy at [dept/unit]. However, I am writing to notify you that this position has been offered to and accepted by another candidate.

It was a pleasure speaking with you and I extend my best wishes on your employment search.

Sincerely,  
XXXXXXXXXXXX



# BACKGROUND & REFERENCE CHECKS



## Reference Checking Guidelines and Forms

*In order to get the best reference check possible, consider these guidelines:*

- 1) **Try to talk with the candidate's immediate supervisor.** While human resource departments are able to verify dates of employment, job titles, reliability and more statistical information, they can't be expected to give non-quantifiable information. A supervisor can comment on personal characteristics, "fit," and possibly the "real" reason for leaving. These informational nuggets can be extremely valuable to the potential employer.
- 2) **Look for gaps or discrepancies in the work record.** Candidates should account for all time periods, even time spent in a job search. Obviously, any differences in job sequence, dates of employment, gaps, etc. should be regarded as potential problems. Reference checking may reveal that a candidate "rounded off" an employment period or had a different title. Any discrepancies should be addressed with the candidate.
- 3) **All questions must be job related, but don't be afraid to ask questions that are more probing and in-depth.** "Were there any frustrations that Ms. X faced in her job, and how did she deal with them?" will give you an insight into the candidate's personality. "How big was their department?" will elicit a more factual response.
- 4) **Personal references may confirm your feelings on the candidate's personality, but don't look at a personal reference to give you anything but "good stuff."** To really find out or verify the candidate's work experience, try to get information from individuals who have seen the person "in action."
- 5) **Talking to a candidate's staff may give you an insight into that person's supervisory prowess, sense of fairness, people skills, and organizational ability. Be advised that not all companies give purely objective references.** Try as they might, if there was a particular issue which the former employer cannot seem to get over, or if they are having a difficult time finding a replacement for the departed employee, their assessment of the candidate may be tainted.
- 6) **If lack of information from traditional sources presents a roadblock, don't be afraid to go back to the candidate and ask for professional or business references.** Former clients/customers, sub-contractors, consultants, etc. often can give the prospective employer a "real world" perspective on the candidate.



## Reference Checking Forms

**Tips and Advice:** Great candidates have great references. These are references that are willing to talk about the candidate. First verify the relationship of the person giving the reference and the length of the work relationship. Use fact-finding to understand the candidate’s actual role. Get specific examples to substantiate generalities. Ask supervisors about quality and results; ask subordinates about leadership skills; ask peers about team projects, cooperation and support.

### SAMPLE 1

<b>Candidate:</b>	<b>Position:</b>	<b>Date:</b>
<b>Reference Name:</b>	<b>Phone Number:</b>	
<b>Relationship (Supervisor? Co-Worker?):</b>		
<b>Length of Relationship:</b>		

### Qualifying the Candidate – Part I

*(Select questions from this list based on the relationship to the candidate)*

**Please give me a summary of his/her strengths and areas for improvement:**

(get examples of accomplishments to support major strengths).

---

**Can you give me an example of initiative?**

---

**What was his/her best accomplishment?**

---

**Tell me about a time he/she went the “extra mile.”**

---



**How strong was this person in working with others?**

---

**Can you give me an example of his/her ability to handle pressure or criticism?**

---

**How dependable is he/she? Can you give me some examples?**

---

**How would you rank overall performance on a scale of 1-10? What would it take for him/her to move up one point?**

---

**Who else should I talk to for a clear picture of <candidate's name> performance and capability?**



**Qualifying the Candidate – Part II**

**Tips and Advice:** If you don't yet have enough information to score a candidate's ability or perhaps in the cases when you are hiring for a particularly important position, or where you have two good final candidates, you can ask the reference to give specific information related to this position's performance objectives (*will need to modify the list of questions below accordingly*). If the reference is a personal reference, you may need to clarify that many of these objectives can be observed in a variety of personal situations, such as sports, school, community or volunteer work.

<p>Could you please help me rank &lt;candidate name&gt;'s ability in some areas so I can have a clearer picture of where he/she might fit our needs?</p> <p>Would you say that &lt;candidate name&gt;:</p>	<p>Very Strong</p>	<p>Competent</p>	<p>Needs Work</p>	<p>Don't Know</p>
<p>Responds quickly and accurately</p>				
<p>Identifies opportunities to deliver great service</p>				
<p>Maintains and adjusts work pace</p>				
<p>Resolves difficult customer situations</p>				
<p>Learns quickly</p>				
<p>Works effectively with a team</p>				
<p>Take ownership for improving service</p>				
<p>Summary/Comments/Conclusions:</p>				
<p>Reference Check Completed By:</p>			<p>Date:</p>	

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## Sample 2 – Email Request

<Name of applicant> is applying for <position title> with our company, <XYZ Company Name>. He/she indicated that he/she previously worked for <name of former employer>.

I have attached a copy of the release authorization form signed by <name of applicant>. Please provide the information requested below and email it back to me no later than <date>. If you have any questions or wish to contact me regarding this request, you may reach me at <phone number> or email at <email address>. Thank you.

For <Applicants name>

Dates of employment: From \_\_\_/\_\_\_/\_\_\_ To \_\_\_/\_\_\_/\_\_\_

Last position held \_\_\_\_\_

Please describe the type of work for which the candidate was responsible.

\_\_\_\_\_

How would you describe the applicant's relationships with coworkers, subordinates (if applicable), and with superiors?

\_\_\_\_\_

How would you describe the quantity and quality of output generated by the former employee?

\_\_\_\_\_

What were his/her strengths on the job? Areas to work on?

\_\_\_\_\_

What is your overall assessment of the candidate?

\_\_\_\_\_

Would you recommend him/her for this position? Why or why not?

\_\_\_\_\_

Eligible for rehire:        \_\_\_\_\_ Yes        \_\_\_\_\_ No

If No, please explain \_\_\_\_\_



**SAMPLE 3 – Comprehensive Questionnaire**

Applicant	Reference / Title
Current / Former Employer	Phone
What is your working relationship with the applicant? Did he/she work directly for you? If so, for how long? How long have you know him/her?	
Confirm employment dates (FT, PT, Seasonal)	Confirm salary history
Job title/responsibilities; Job changes/promotions?	
Major accomplishments? Specifically assigned and successfully completed any major projects? Did he/she meet or exceed company expectations?	
Performance evaluation (performance review info); how did it compare to others in the same job?	
Relationship/compatibility with coworkers (is he/she considered a team player?) and supervisors (is he/she able to take direction from others)? If appropriate, evaluate relationship with customers. If sales-oriented position, sales achievements & goals, ability to follow through and close a sale.	

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What would you consider as his/her strengths?
What you would consider as his/her limitations or areas needing further development or training?
Comment on his/her communication skills, both written and verbal. Ability to meet deadlines? Presentation skills?
Attendance record? (Excluding FMLA) Dependability?
Willingness to assume responsibility/work extra hours? Ability to work under pressure (crisis situations/deadlines)?
Ability to be flexible and accept changes (transfers, dept. or company reorganizations affecting job content/responsibilities)?
Evaluate applicant's character (i.e., honesty, integrity, work ethic, attitude) related to his/her employability.
Has he/she been disciplined for violation of policies including safeguarding of people & property?
Reason for leaving (resignation, lay off, involuntarily terminated)? Eligibility for rehire?
Any additional significant job-related information regarding applicant to help us determine suitability for employment?



**ADDITIONAL QUESTIONS for Management Level Positions:** Supervisory responsibilities associated with their position? How many direct reports? Describe management style, effectiveness:

Describe his/her leadership abilities; Include problem-solving skills.

**ADDITIONAL QUESTIONS for Office, Technical or Shop/Laborer Positions:** List and evaluate technical skills (mechanical/maintenance ability of computer proficiency, etc.):

Describe competency on what office/computer equipment/software?

Quality/quantity of work? Deadlines met? Attention to detail/accuracy?

Degree of supervision needed? Your opinion of the most appropriate work environment where this applicant would excel.

## BACKGROUND CHECK BEST PRACTICES CHECKLIST

Have you considered/completed the following (presented in best practice order):	YES	NO
Made a conditional offer of employment or selected the individual for interview (State law will determine which you need to observe)		
Have you obtained authorization (consent) for the background check (can be virtual or physical)		
If using a 3 <sup>rd</sup> party Consumer Reporting Agency (CRA):		
<ul style="list-style-type: none"> <li>▪ Did you provide a Summary of Rights under FCRA?</li> </ul>		
<ul style="list-style-type: none"> <li>• Did you provide the required State Notices</li> </ul>		
<ul style="list-style-type: none"> <li>• Did you provide the Disclosure form</li> </ul>		
Processing Background Request and Receive results		
<ul style="list-style-type: none"> <li>• Clear Results – Skip to Employment determination has been made</li> </ul>		
<ul style="list-style-type: none"> <li>• Records on report, initial review for policy and procedural conflicts                             <ul style="list-style-type: none"> <li>○ No questions or Conflicts – Skip to Employment determination has been made</li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>○ Questions or Conflicts                             <ul style="list-style-type: none"> <li>▪ Initiate Pre-Adverse Action (this may vary based on State law) but should include:                                     <ul style="list-style-type: none"> <li>• Pre-Adverse Action Letter including CRA information, Full Background Report, and Summary of Rights under FCRA</li> <li>• Review Guidance questions (“duties test”)   <ul style="list-style-type: none"> <li>○ # of Occurrences</li> <li>○ Age at time of occurrence</li> <li>○ Facts &amp; circumstances surrounding occurrence</li> <li>○ Job bearing/relatedness</li> <li>○ Length of time from occurrence</li> </ul> </li> </ul> </li> </ul> </li> </ul>		
<ul style="list-style-type: none"> <li>○ When in doubt, consult an employment law attorney.</li> </ul>		
<ul style="list-style-type: none"> <li>○ Allow a reasonable period of time between pre-adverse notification and final notification (best practice is 5 days)</li> </ul>		
<ul style="list-style-type: none"> <li>○ If disqualifying based on background report, final Adverse Action letter to be sent</li> </ul>		
<ul style="list-style-type: none"> <li>• Employment determination has been made                             <ul style="list-style-type: none"> <li>○ No Employment – application and authorization should be maintained on file for 1 year from the date of signature</li> <li>○ Employment – Authorization should be maintained in a separate folder for the length of employment or until new authorization is obtained (usually if you perform annual record checks). Application should be held on file for length of employment.</li> </ul> </li> </ul>		

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# **QUALITY OF HIRE & HR AUDIT: (RECRUITING & HIRING)**

# Quality of Hire Report Card

Finding and retaining top talent is critical to the success of organizations. HR and management can use this template as a quick measurement tool to see how new hires are doing.

<b>Position Title</b>	Click here to enter text.			
<b>Hiring Manager</b>	Click here to enter text.			
<b>Date of Hire</b>	Click here to enter text.			
<b>Name of Hire</b>	Click here to enter text.			
<b>Individual Performance: Measurement Criteria</b>				
Determine the top 3–5 criteria to measure the individual’s performance. Determine the intervals of time you will measure based on the role and the learning curve. Use the Grading Scale below to rate the criteria.	<b>30 days</b>	<b>90 days</b>	<b>6 months</b>	<b>12 months</b>
Meeting Job Expectations & Performance Objectives	Choose one	Choose one	Choose one	Choose one
Performance Rating	N A	Choose one	N A	Choose one
New hire has the required skills and abilities to deliver value in this role	Choose one	Choose one	Choose one	Choose one
New hire is learning at an appropriate pace based on their previous experience and expectations in the role	Choose one	Choose one	Choose one	Choose one
New hire has brought value to the role	Choose one	Choose one	Choose one	Choose one
New hire is meeting the expectations of the role	Choose one	Choose one	Choose one	Choose one
Promotable/High Achiever	N A	N A	N A	Choose one
<b>Grading Scale</b>				
A	Outstanding Performance (Highest Level of Manager Satisfaction)			
B	Above Average Performance (Manager Is Very Satisfied)			
C	Effective Performance (Manager Is Satisfied)			
D	Performance Needs Improvement (Low Satisfaction from Manager)			
F	Under Performance (Low Satisfaction from Manager – Mismatched to Position)			
N/A	Not applicable			
<b>Overall Comments:</b>				

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## Retention Rate / Employee Satisfaction

Measurement Criteria		30 days	90 days	6 months	12 months
Conduct new hire satisfaction surveys at 30 days and 6 months. Use the Grading Scale below to rate the criteria and enter any specific turnover detail notes.					
Employee New Hire Survey Results (30 days and 6 months recommended)		Choose one	N A	Choose one	N A
Turnover Occurred - Enter N/A if no turnover has occurred in the timeline outlined. Enter an 'F' if turnover occurred during this specific measurement period.		Choose one	Choose one	Choose one	Choose one
New hire is engaged and excited about opportunity		Choose one	Choose one	Choose one	Choose one
New hire feels he/she has been given the training, tools, and resources to perform the duties of the role		Choose one	Choose one	Choose one	Choose one
Grading Scale					
A	Employee Is Highly Satisfied/Fully Engaged (Manager does not anticipate turnover in this role)				
B	Employee Is Satisfied and Engaged (Manager does not anticipate turnover in this role)				
C	Employee Is Satisfied (Manager is cautious about potential turnover in this role)				
D	Employee Is Not Satisfied (Manager anticipates turnover in this role)				
F	Employee Is Not Satisfied and Looking For Other Employment				
N/A	Not applicable				
<b>Turnover Detail Should Include:</b> <ul style="list-style-type: none"> <li>Date of Termination</li> <li>Voluntary/Involuntary</li> <li>Length of time in position</li> <li>Turnover Reason</li> <li>Was the hiring manager surprised by the turnover?</li> <li>What (if anything) could have been done to prevent the turnover?</li> </ul>			<b>Comments on Turnover Detail:</b> Click here to enter text.		
<b>Overall Comments:</b>  					

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## Hiring Manager Satisfaction

<b>Measurement Criteria</b>	<b>30 days</b>	<b>90 days</b>	<b>6 months</b>	<b>12 months</b>
HR should complete a hiring manager satisfaction survey at desired timelines based on the role of the new hire. Specific deliverables should be determined for the role that the hiring manager wants to measure (i.e. these might have been the 'must haves' during the interview process). Use the Grading Scale below to rate the criteria.				
Manager is satisfied with the new hire and his/her performance in the role	Choose one	Choose one	Choose one	Choose one
Managers feels new hire is a cultural fit within the team/organization	Choose one	Choose one	Choose one	Choose one
<b>Grading Scale</b>				
A	Manager Is Highly Satisfied			
B	Manager Is Satisfied			
C	Manager Is Satisfied, But Has Some Reservations			
D	Manager Is Not Satisfied			
F	Manager Is Not Satisfied and Would Like to Find a Better Fit			
N/A	Not applicable			
<b>Overall Comments:</b>				



## Cost of Hire / Hiring Process

**Instructions:** Once the new hire decision has been made, it is important to review the efficiency of the recruitment process by determining cost per hire and other measurement criteria. Answer the questions below and enter any specific notes/costs regarding the cost to fill for this position.

Hiring Process Questions	Yes	No
Position was easy to fill	Choose one	Choose one
Candidate availability was strong	Choose one	Choose one
Setbacks occurred with the hiring manager	Choose one	Choose one
Our top candidate accepted our offer	Choose one	Choose one
Costs and timelines met our expectations/budget	Choose one	Choose one
<b>Cost of Hire Should Include:</b> <ul style="list-style-type: none"> <li>• Job Posting Costs</li> <li>• Time to Screen and Interview Candidate</li> <li>• Pre-Employment Assessments</li> <li>• Pre-Employment Background Checks</li> <li>• Training Time</li> <li>• Lost Opportunities</li> <li>• Consultant or Agency Fees</li> </ul>	<b>Comments on Costs:</b> Click here to enter text.	
<b>Overall Comments:</b>		



## HR Audit – Recruiting & Hiring

- Job requisitions are prepared for all job openings by the supervisor.
- Current job descriptions are available for each open position
  - The job qualifications are related.
  - The job qualifications are measurable.
  - The job qualifications are realistic.
  - Essential job functions are clearly defined.
- The application for employment is legally compliant.
- Advertisements for employment contain the statement "Equal Opportunity Employer".
- Applications/resumes are only accepted when positions are open.
- There is a procedure for handling unsolicited applications.
- Applicants are required to respond to the question "position applying for." **NOTE: The ADA requires that a qualified disabled applicant be provided reasonable accommodations for the position for which they are applying. Do not allow applicants to answer "anything for which qualified" or "anything", etc. so that you aren't obligated to consider reasonable accommodations for all open positions in the company.**
- Our online job board and application accessible to disabled individuals.
- There is "active period" for considering an application. **NOTE: Accepted application/resumes must be retained for 1 year [2 years for federal contractors and subcontractors]. However, you do not have to consider applicants for openings occurring during the full year if you select an "active" period of 30, 60, 90 days, etc. You will need to state your "active" period on your application and/or resume response letter and notify all applicants.**
- An applicant flow log is maintained. [For federal contractors and subcontractors only]
- If you are a federal contractor, you are actively recruiting veterans, including disabled veterans, for employment.
- Training is provided regularly to employment interviewers.
- Interviews are conducted in private.



- The organization conducts pre-employment assessments.
- The organization maintains records of test results, test validation statistics, etc..
- The organization documents reasons for hire and reasons for rejection.
- Federal and state posters concerning employment are conspicuously displayed for all applicants to observe.
- We have an internal job posting procedure.
- The company conducts background and reference checks as appropriate on applicants, employees and/or volunteers.
- The organization inquires about the applicant's criminal history. ***NOTE: The EEOC provides guidance on whether an employer may exclude applicants for arrests or criminal convictions. The EEOC has indicated that it will take a hard look at these exclusions. Instead of broad-based blanket exclusions, you should inquire only about an applicant's criminal convictions since arrests are not determinative of any wrongdoing. If you choose to inquire about criminal convictions, you are required to implement a targeted screen that considers the nature of the crime, the time elapsed, and the nature of the job, as well as providing an individualized assessment to determine if the policy as applied is job-related and consistent with a business necessity. Additionally, numerous states and local municipalities have ordinances prohibiting employers from inquiring about criminal histories until a job offer has been extended.***



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