

Human Resources:
Challenges & Opportunities

May 19, 2005

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Part I: Interviewing & Hiring

Hiring the Right Person for The Right
Job

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Purpose of Job Descriptions

- Establish criteria for selection and placement
- Identifies criteria to evaluate performance and supports performance development
- Provides starting point for reasonable-accommodation analysis
- Supports employment tests and established physical criteria and employment standards

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- Provides in one document, factors considered by courts to determine which functions are essential
- To provide guide for recruiting discussions
- To assist in determining compensation
- To avoid overlaps in responsibility

Parts In A Job Description

- Position Title
- Position Summary
- Position Purpose
- Essential Functions & Primary Tasks
- Skill & Organizational Requirements
- Working Conditions
- Organizational Relationship
- Needed Attributes

Reviewing Applications & Résumé's

- Use job description as basis of decisions
- Unexplained gaps in job history/short term employment
- Parallel career moves
- Be aware of organizational , not individual accomplishments
- Do not base choice on skills and knowledge not listed in job description

Interviewing Tips

- Be a good listener
- Use job description to guide you
- Only ask questions on prepared list
- Only ask job-related questions
- Do not make promises employer can't keep
- Choose most qualified not best fit

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Interview Questions to Avoid

- Person's birthdate or age
- National origin, heritage, native language
- Marital status
- Plans to start family or pregnancy status
- Children or daycare plans
- Disabilities or health conditions
- Do not ask about arrests

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Interview Questions to Avoid (continued)

- Credit history, wage garnishment, bankruptcy history
- Organization affiliations unless job related
- Veteran status, military reserve

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Sample Questions to Ask

- Why do you consider yourself the best candidate?
- What skills set you apart?
- What attracted you to this position?
- What is an example of a problematic situation you were dealt in your last position? What did you do to handle it?
- Open-ended questions

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Yes and No Questions

- Are you of legal age to work?
- Are you legally authorized to work in the United States?
- Have you ever been terminated from a job?
- Can you perform the essential functions of this position with or without reasonable accommodation?
- Are you currently using drugs?

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Employment Testing

- Test must duplicate the actual conditions
- Test only primary tasks (more than 5%)
- Must involve actual performance of the task

- Note: Be consistent-give all applicants in category the same test

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After Extending the Offer

- Background Checks
 - Credit
 - Criminal History
 - Educational
- Reference Checks
 - Institutions, personal
 - Written, verbal

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Summary

- Develop Job Description
- Review applications and résumés
- Team interviews applicants
- Extend the offer to applicant with skills for position
- Complete Background checks and References

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Part II: Personnel Development

Searching for Next Practices

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