



# **Introduction to the Hiring Process**

## **INTRODUCTION TO THE HIRING PROCESS**

### **GOALS**

1. Differentiate between the formal and informal hiring process.
2. Compare the secrets of a “fallacious interview” with a “legitimate interview.”
3. Reiterate the process and benefits of both the formal and informal hiring process.
4. Prepare and perform as a leader directing a nondiscriminatory hiring process.
5. Comprehend the hiring process as it relates to the potential for discrimination.

### **KEY WORDS FOR APPLICATION**

1. Hiring Process
2. Discrimination
3. Informal Hiring Process
4. Formal Hiring Process
5. Fallacious Employment Interviews

A hiring process is used by all companies/facilities. The difference is in the way the process is applied. Some hiring experiences are lax and seem to follow no rules. Other hiring processes are very conforming and strictly follow the hiring requirements of the governing body of the facility and/or regulating bodies.

Discriminatory issues around the hiring process have required facilities to set up policies and procedures that help to reduce the potential for discriminatory accusations. The word discriminatory means that during the hiring process there is no attempt or effort expended to cause any decreased evidence related to favoritism between the selection of any presented person who applies for an open position. Facilities can be held legally accountable for evidence of discrimination. To help provide more evidence of nondiscrimination, consider having a community member(s) with no facility influence or affiliation be an adjunct member of the reviewing committee.

### **THE FORMAL HIRING PROCESS**

Some of the reasons that facilities use a strict hiring protocol relates to the fact they are receiving government funding. This requires that certain facility behaviors must be followed to minimize discrimination and promote hiring success.

The scoring process usually includes:

1. Interviewing in person
2. Recording of answers given by the potential employee
3. Reminding the potential employee of the facility/organizations mission, purpose, and job expectations.

Some Reasons a Formal Hiring Process is used:

1. Complying to a hiring standard of excellence
2. Preventing scrutiny regarding hiring procedure and/or favoritism
3. Considering of more than one qualified candidate for hire
4. Responding to the need to show nondiscrimination
5. Reviewing the process that will take place to minimize discrimination
6. Meeting the stated minimal number of potential employees to be hired

Some Behaviors Required of Potential Employees:

1. Completing of a form indicating demographics
2. Identifying references (usually at least three to break a tie)
3. Providing a written permission for the contracting of references and confirmation of other legal documents
4. Writing a statement about a topic or completing a test congruent with the expectations of the job description
5. Providing qualifying evidence in the form of credentials, experience, and/or education
6. Completing an in-person verbal interview process
7. Willing to be comparatively scrutinized by the hiring body in relation to other potential employees
8. Willing to prepare and submit a resume that reflects, at least, the stated information required of the hiring body
9. Willing to provide approval for the recording of personal answers to hiring body questions
10. Willing to sign approval for a background check

## **THE INFORMAL HIRING PROCESS**

The reasons for an informal hiring process might include:

1. Needing very short-term employment
2. Redefining or reassigning quickly an existing job description to include a new position
3. Deciding that time is money and/or lengthy interviews are not time or money well-spent

4. Staffing for a formal hiring process is not available
5. Lacking an understanding of the concerns related to discrimination and nepotism in the hiring process
6. Lacking an understanding of the benefits of a formal hiring process
7. Existing friendship and/or employee trust that is felt and transcends the desire for formality

The informal hiring process must be used carefully, as accrediting processes and proof of nondiscrimination are often questioned.

### **THE HIDDEN POWER OF HIRING SUCCESS**

Use your instincts and intuition in the hiring of employees. Sometimes the best person with a record of the best skills for the job does not fit the personality of the company.

The successful beginning for any new employee is excellent orientation and training. Many new employees enter a new job with fears and uncertainties. Take the time to listen and teach the skills of the job that will promote job success! Establish a “work-buddy” who is a co-worker that is available in the same geographical area for the purpose of guiding and answering questions.

Take the time to develop new employees. Be watchful of any concerns that could cause a “firing” incident. It is more productive to recognize potential employment concerns early and help an employee make necessary positive adjustments than just “firing” that employee. If a leader takes the time to find out a possible problem for a negative job behavior, it is possible that a new employee will find ways to resolve the problem and become a successful employee.

Take the time to positively reinforce the success work of a new employee. This means a leader will need to “get out there” and correct deficits by training. This is called “mentoring.” Always document noted problems and leadership mentoring when working with new employees.

### **THE SECRET WORLD OF FALLACIOUS EMPLOYMENT INTERVIEWS**

There is a hiring awareness that should be known. Potential employees that go through an extensive hiring process could easily be part of a hiring process that has no intention of resulting in employment. Covertly, this hiring process is known as a “fallacious interview.” This type of interview is the opposite of a “legitimate interview.”

When a formal hiring process is used by a body of reviewers, it is too often they already have an employee in mind for that job description. As an applicant (potential employee) for the job, the applicant might be going through the process just to meet a hiring process requirement. It is unfortunate that some hiring bodies do it this way, but it meets the demands of the required process.

An astute potential employee might ask if another person has already been selected for the job; consequently, would an applicant going through this formal process have any chance to be awarded the job!? Realize that the reviewing committee would probably never admit that there has already been

someone else selected. To do so would be against the required formal hiring process and probably impinge on discrimination. However, to let the review committee know that you, as a potential employee, are aware that this is often the case, tells the committee that you are intellectually aware of possible hiring tactics. This questioning will require a verbal admission of intent from the review committee.

The actual intent of a formal hiring process is to impose a scoring process on the review committee for the selection of an applicant who will best meet the job description. Unfortunately, the accuracy of this scoring process can sometimes be questioned. There might be a hidden non-spoken agenda that manipulates the scoring process required by the reviewing committee. The manipulation of the scores on paper could be made to show the legitimate hiring of a person the review committee initially desired—not necessarily the most competent. There are often two agendas —getting the employee initially desired and meeting the outward signs of a nondiscriminatory hiring process. It is an unfortunate happening and does not meet the actual intention of the required formal hiring nondiscriminatory process. The process is often so very covert that admission of such intent is never outwardly acknowledged or discussed.

Protecting Against Leadership Discrimination by the Employer:

Discrimination is unlawful and generally despicable! However, with this awareness, it is important for leaders to be aware that current employees, potential employees, and accrediting groups look for signs that indicate discrimination.

A smart leader considers the following:

1. Refraining from the discussion regarding the potential hiring of any existing employee in any pending job position

Let the actual hiring process scoring do the “talking.”

2. Distributing a potential employee’s application and resume to each of the review committee members at least two days before each review committee plans to meet

Warn the members of this committee that the material given to them is confidential and not to be shown, copied, or discussed with anyone (not even other review committee members) before or during the review session and scoring of the interview outcome. This encourages personal committee member accountability and objectivity.

3. Having a place on each potential employee’s assessment form for scoring the degree of congruence between the job application and the potential employee’s resume as it relates to the job description
4. Reading the rules of a formal hiring process to all members of the hiring committee (not potential employee) before each hiring interview, making it very clear that no decision has been made regarding the hiring for that position in regard to any potential employee or existing employee

Make an audio recording of this reading of the rules—especially the part that no potential employee or existing employee has been offered the position and that all applicants are being considered for the job.

5. Beginning each hiring review session by reading aloud to the hiring review committee and the potential employee the mission of the facility and the department/area for which employment is being considered
6. Reading the expectations of the job to the hiring review committee before each interview
7. Thanking the potential employee for responding, providing the required information, and being present for the job interview
8. Introducing the potential employee applicant by name, academic title (if any), and relevant experience related to the job description to all members of the hiring committee at the beginning of a review
9. Introducing each member of the hiring committee by name, title, and department they represent and stating the intended process the members will be conducting
10. Providing a score sheet for each member of the review committee to complete for each applicant
11. Explaining the review process to every person in the room

State on the distributed score sheet to each hiring committee member the best score for each question. The questions should be prepared so that the highest score for each question is the BEST response. Questions could be regarding the expected job behaviors, experience, required education, and congruence with the mission, philosophy, and objectives of the facility and department. The less favorable scores should represent an incremental lessening of the BEST score. Room is often provided at the end of the score sheet for personal review committee statements/comments. Audio record all conversations at each interview session, making sure the potential employee signs a release for recording.

12. Allowing each review committee member one or two verbal questions of the potential employee
13. Remembering that the process and final decision could be called upon for scrutiny in a court of law

Therefore, no bias or comments related to any existing employee(s) should be discussed before or after the review process. Perhaps a review committee contract could be required to help assure this happening.

14. Making sure that the decision by scoring is firmly grounded in ability, academics, experience, attitude, and any other important aspect of the job
15. Having all review committee members sign each scoring sheet
16. Keeping all records and recordings on file for possible disgruntled potential and actual employees
17. A reviewing committee's input is to be a suggestion or recommendation NOT A DECISION. A leader/administrator makes EMPLOYMENT DECISIONS—not members of a reviewing committee. This requirement or expectation is to be identified in the job description of the leader/administrator and made very clear to all other members of the reviewing committee. Making such an

employment decision, then, puts the burden of employment decisions directly on the leader/administrator. (Similar to determining board members. Read the document A BOARD by this author.)

## QUESTIONS

1. The word "discrimination" in the hiring process means:
  - A. No attempt or effort to decrease favoritism
  - B. The best way to select a new employee
  - C. A review of possible past crimes of the potential employee
  - D. Currently of no hiring concern
  
2. A strict formal hiring process includes:
  - A. Requiring only one reference
  - B. No facility committee review
  - C. A facility reviewing committee
  - D. Hiring by reading the application, only
  
3. A behavior required of a potential employee most likely would include:
  - A. A written dissertation on job related experience
  - B. A willingness to go through a verbal review process
  - C. Payment for a job-related review process
  - D. No references or experience

4. When a facility does an informal employment review, they would probably:

- A. Show a lack of concern or awareness for possible discrimination accusations
- B. Conduct a serious and lengthy committee review process
- C. Check at least three references and have the potential employee take a test to determine IQ
- D. Do a minor advertising campaign about the job opening

5. To help improve the over-all objectivity of the hiring process, the facility might:

- A. Have a bulletin board showing the names of the reviewing committee
- B. Hire only employees from within the facility
- C. Inform and require all review committee members to discuss applicants before an interview
- D. Consider having a responsible review committee member(s) from the community that is(are) not employed by the facility. (referred to as an "open chair.")

6. To help the facility justify a hiring decision without discrimination, the facility could:

- A. Put a printed statement in the local newspaper regarding the objective hiring process
- B. Audibly record, in full, all hiring committee conversations with the potential employees post signature of approval by the potential employee
- C. Have a meeting with the entire facility staff giving the reasons for hiring a certain potential employee
- D. Hire only females

7. When a facility is concerned about discrimination in the hiring process, they probably are concerned about:

- A. The law and accrediting body expectations
- B. Being liked
- C. Having more employees
- D. Hiring males over females

## **ANSWERS**

1. A

2. C

3. B

4. D

5. D

6. B

7. A

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