

# BEST HIRING PRACTICES

California Department  
of Human Resources

June 2015



# Disclaimer

This training and the course materials are for informational and educational purposes only. Always contact your Human Resources Division for assistance.



# TRAINING OBJECTIVES

- Review of the hiring process
  - Provide best practices to help ensure that departments select the most qualified candidates following a fair and rigorous hiring process
  - Provide resources for the future
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# STEPS IN THE HIRING PROCESS

- Review and develop an accurate duty statement
- Recruitment – JOBS and more
- Screening the applications
- Hiring interviews and assessment tools

# STEPS IN THE HIRING PROCESS continued...

- References and supplemental screening
- Making the Offer
- Record retention
- Managing the probation period



# **TOP 10 FREQUENTLY ASKED QUESTIONS**



# TOP 10 FREQUENTLY ASKED QUESTIONS (1)

1. Why is having a current and accurate duty statement important?
2. When is a good time to update the duty statement?



# TOP 10 FREQUENTLY ASKED QUESTIONS (2)

3. The SROA guide says we can advertise for 5 days, but the PML says that 10 days is the best practice? Which is correct?



## TOP 10 FREQUENTLY ASKED QUESTIONS (3)

4. What is the best practice for developing screening criteria where the applicant meets all the criteria, but in previous recruitments you found that this person did not meet performance standards when reviewing his or her OPF?

5. Can you change criteria after you start screening applications?

# TOP 10 FREQUENTLY ASKED QUESTIONS (4)

6. What do you do in an interview if a protected characteristic comes up?

7. Is it okay to swap out panel members during the interview?



# TOP 10 FREQUENTLY ASKED QUESTIONS (5)

8. Who should do the reference checks?
9. How long should hiring documents be maintained?
10. Why are probation reports required?

# BEST PRACTICES DUTY STATEMENTS

- Create and maintain a current and accurate duty statement.
  - Keep essential and non-essential functions separate.
  - Having a duty statement helps recruit and hire the right person.
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# BEST PRACTICES

## JOB OPPORTUNITY BULLETINS

- Advertise vacancies for minimum of 10 business days
- Always include the following:
  - Description of the duties
  - Working Conditions
  - Desirable qualifications

# BEST PRACTICES

## SCREENING THE APPLICATIONS

- Review duty statement, vacancy announcement, and class specification
- Identify screening criteria before application review
- Develop a screening matrix that is applied consistently to all applications

# BEST PRACTICES

## THE HIRING INTERVIEW

- Consider reasonable accommodation issues (disability, religion)
- Select the most appropriate interview method for the position
- Follow the same process/ask the same questions for each candidate
- Establish and apply consistent evaluation criteria
- Let each candidate know what to expect next

# BEST PRACTICES

## CHECKING REFERENCES

- Review forms carefully/check OPF
- Hiring supervisor calls references
- Be cautious of overly positive AND overly negative references. Both may reflect...
  - Personal opinions
  - Ulterior motives
- Keep notes

# BEST PRACTICES

## SUPPLEMENTAL SCREENING

- Conduct supplemental screening only when
  - Supported by law or policy
  - Related to the job
  - Required by business necessity
- Conduct supplemental screening after you have narrowed the applicant pool instead of immediately after determination that the applicant meets the minimum qualifications

# BEST PRACTICES MAKING THE OFFER

- Consider a conditional offer
  - Consult with Personnel Office to determine necessary conditions are met (proper rate of pay, eligibility, background checks, MOUs, etc.)
- Timely follow up with those not selected

# BEST PRACTICES

## RECORDS RETENTION

Collect and retain all records associated with the hiring process

- Supports hiring decision if your process is challenged



# BEST PRACTICES

## MANAGING THE PROBATION PERIOD

- Evaluate and document the probationer's performance
- Complete probation reports timely
- Provide meaningful feedback
  - Be clear in areas that require improvement
  - Reinforce accomplishments
- Provide training options if needed

# Web Resources

Go to our Web site at:

<http://www.calhr.ca.gov/Training/Pages/calhr-training-calendar.aspx>



# NEXT FISCAL YEAR TRAININGS

- August 25, 2015
- October 14, 2015
- December 10, 2015
- February 9, 2016
- April 11, 2016
- June 14, 2016

Thank you for coming!

