

HIRING NEW EMPLOYEES: 101

INTRODUCTION

A Handy Guide to commonly used Hiring Policies, Practices and Procedures, this includes a quick review of some Federal Employment Laws.

PLEASE NOTE THAT THIS INFORMATION IS OFFERED AS A GUIDE AND IS NOT INTENDED TO BE A "HIRE-BY-NUMBERS" KIT. Only an attorney who is familiar with your business, your individual situation, factual circumstances and the most current information available regarding employment law is able to offer legal advice.

This information is based on the premise that because "hiring" is a very expensive and risky function, every suggestion that follows is based on the goal of finding the best qualified people at the lowest possible cost in time, effort, expenditures and risk.

Recently, Juan Williams, NPR talk show host, presented a panel of national recruiters. It seemed like caller after caller phoned in to claim that company recruiters "never take the time to get to know the real 'me'. They judge ME based on a paper resume...which they don't bother to read. Why can't they take the time to let me tell them what I can do. After all, I've got 20 years of...'yada, yada'.

No one brought up the point that the goal of any business and its managers is to make money and not be holding hands with applicants. Recruiting is a terribly costly function at best, regardless of the type or level of employee being sought. The process must be in compliance with EEO law and everyone aged 21 and older can apply for a job in the USA. Fortunately, this does not happen.

During a weekend and a time of high unemployment In Albuquerque, a rumor was started that two dozen operators jobs would be opening at the telephone company. People started lining up at 2 a.m. Monday morning. To prevent people from possibly being crushed against the front doors when the building opened, an alert senior security guard started handing out numbers written on his memo pad pages, telling the people to get breakfast, find a bathroom, but stay somewhere away from the front of the building, promising them that he would call them by number when the employment office opened. By 8 a.m., an estimated 2,000 people were waiting when they were told that they were victims of a cruel rumor. Disbelieving, the people would not go home. The HR staff gave everyone a job-interest card that they could fill out and leave, thus preventing a riot.

A similar rumor in another city caused a lineup but with different results. No one took control of the job seekers. When the people heard the front doors of the building being unlocked, they took steps forward, thus shoving the front people in line through the glass resulting in near-fatal injuries to many.

This author is a senior Fortune 50 corporate human resources person with over two decades devoted to national managerial, technical, professional and sales management recruiting, testing, job simulation, assessment and some alien recruiting experiences.

INCLUDES SAMPLE FORMS LIKE THE ONE BELOW:

Applicant Evaluation Matrix

Selection Factors	Applicants						
	A	B	C	D	E	F	G
1. Degree requirement	+	+	-				
2. Travel agreement	+	-	+				
3. Interpersonal skill	+		+				
4. MTC assessment	+		+				
5. Driver license	+		+				
6. Lift and carry	+		+				
7. Physical examination	+						
8. Background check	+						
9. Added Factors (list below)*							
<i>Fluent in Spanish</i>	+						
<i>Computer Skills</i>	+		+				
<i>Fluent French</i>			+				
<i>NOTE: Although Close, job offer is made to A. If A declines job offer, next job offer to C. If C declines, job will be advertised again as B is disqualified.</i>							

Applicant A = John Doe. John Doe has a BS BA from Univ of AZ; willing to travel as job requires; has been President of two campus organizations and had goals achieved giving him a high interpersonal skill level; qualified as above avg on MTC; current driver's license has no citations; can lift & carry 35 lbs; ok physical exam's no criminal record and all answers were truthful regarding background check. Added factors... fluent in Spanish; computer literate

Applicant B = Jane Doe. Jane has BA, industrial psychology from WA State U; doesn't want to travel. Terminated processing

Applicant C = June Sample; has BA, French (non-relevant degree); willing to travel; held elected office in student legislature - high interpersonal skills; MTC = hi; driver's license ok; lift and carry ok; physical ok; background ok; added factors. Fluent French, computer literate