

Hiring!

Valerie Horton
CLiC Executive Director
Donna Miller
District 51 Library Media Coordinator

LAWSUITitis 80% of normal activities related to a job search are designed to protect you in case of a lawsuit!

Why is hiring well important?

Because it's EXPENSIVE!

- The cost of replacing an employee is 2 ½ times their salary
- It takes 1 to 1 ½ years typically to resolve a bad hire

Workshop Outline

- | |
|---|
| <ol style="list-style-type: none">1. Pre-hiring Preparation2. Application Screening3. Phone Interviews4. In-Person Interviews5. The Offer |
|---|

First Steps

1. Hiring approval
 - a. Hiring approval form (Example on webography)
 - b. New position – reporting structure & organizational fit
 - c. Replacement position – change job or not?
2. Create a timeframe, Work backwards

Sample Timeline

July 1	New persons starts
May 12-May 15	Job offered and accepted
May 10-12	Hiring approval obtained
May 5-10	Committee meets to make final selections
April 15-May 10	In-person interviews
April 10-April 15	Phone Interviews
April 1-April 10	Application review
April 1	Applications due
March 1-April 1	Committee formed, rubrics & ?'s created
Feb 15-March 1	Job ad written and posted
Jan 1 -Feb 15	Job review; Approval to hire obtained

Legal Issues

1. Employment laws are confusing, conflicting, and don't apply to everyone
2. Plethora of Laws
 - Civil Rights Act of 1964, Title VII, prohibits employment discrimination on the basis of race, color, religion, sex, or national origin. (Pub. L. 88-352) (Title VII)
 - Child labor laws
 - Treatment of employees under 18
 - Age Discrimination in Employment Act
 - Protects those over 40 from hiring discrimination
 - Americans with Disabilities Act of 1992
 - Prohibits pre-employment inquires into disabilities
 - But does not prohibit finding out about an applicant's ability to perform job critical duties

Source of Most Lawsuits

1. Promises
 - Verbal commitments have legal standing in some cases
 - We always will provide health care
2. Fraudulent Inducements
 - Untrue commitments promised during hiring
 - We always get 10% raises every July
3. Negligent Hiring
 - Failing to do background checks on employees who might jeopardize the health and safety of co-workers or the public

Policy Issues

- 1) Be familiar with hiring policies of your organization BEFORE you begin the hiring process
- 2) If no policies exist, write them ASAP!
Other libraries, web sites, outsource
- 3) Always have an attorney review hiring policies before implementing them

Culture & Skill Set Assessment

- Don't hire yourself
- Don't hire someone with opposite skills from the previous employee!
- Know your culture
 - Innovative, policy/rule oriented, conservative, zany, hire new librarians or only experienced?
- GOAL: Hire the candidate who is the "best fit" for both the position and the organization.

Job Description

Why have Job Descriptions?

1. Recruitment
2. Matching skills, abilities and knowledge
3. To determine training needed
4. As part of an evaluation system
5. Information for law suits, Particularly ADA suit

A formalized statement summarizing the duties, responsibilities and required qualifications of a job. (source MSEC)

1. Knowledge:
 - Information needed to perform a task.
 - Knowledge of accounting, word processing, cataloging, etc.
2. Skills
 - The psychomotor activities needed to perform tasks with ease and precision.
 - Vision, balance, ability to do repetitive motions
3. Abilities
 - The mental capabilities needed to perform tasks.
 - Thinking, counting, creating, writing...

Application Forms

Why Use an Application Form?

1. Screening Tools
2. Eliminating unqualified
3. Provides information to prepare for interview
4. Communicates a company's requirements
 - Passing a drug screening examination, a post-offer physical examination, background check, etc.
5. Find names, dates, etc. for background checks
6. Signed name verifying truth of statements

Application vs. Resume

Application Forms

- Forced chronological listing of work and education
- Focus on what and when
- Legally signed document

Resume

- Focus on skills and abilities
- Style allow for inflated or untrue information
- Often professionally prepared

Job Advertisement

- Derives from the job description
- Be positive
- Know your culture
- Emphasize special skills, knowledge or experience
- Be specific about contact information
- Ask for cover letters, references and resumes
- Create an applicant fact sheet or web site
 - Job description, expectations, and the hiring process

Where to Advertise

1. Paraprofessional positions:
 - Advertise locally in newspapers, HR department bulletin boards or job posting notebooks, on library organization's website
2. Professional positions
 - Advertise locally and perhaps statewide on website, LISTSERVS, Colorado Job Line
3. Management positions
 - Advertise locally, statewide, nationally on LISTSERVs or professional publications.

Don't forget the power of word-of-mouth advertising!

Application Review

Applications – Legal Considerations

- To reduce the threat of lawsuit
- Treat all applications the same
- Keep all applications for 300 days
- Keep ALL NOTES related to the process from EVERYONE involved
 - Includes committee minutes, rubrics, handwritten notes, etc.

First Pass

Remove applications that are:

- Late
- Lack required education or experience
- Didn't submit all required documents

Later in the process, to reduce bias use a committee to evaluate contents of the resumes

Evaluating CV/Resumes

- Cover letters are important
 - Can give philosophy, show writing style, etc.
- Watch out for professionally prepared resumes
- Watch out for resumes padded with trivia
- Don't be misled by lengthy educational descriptions
- Expect perfection in form, grammar, spelling, and conventions

Testing

- Mainly used for paraprofessional hiring in large organizations
- Almost always done by HR Dept
- Written, oral or both types given
- Typically little to no library control
- Good candidates get rejected
- HR dept will tell you who you can interview

Testing: Legal Danger Zone

- Be careful of aptitude or personality test.
- Must be screened for statistical validity and reliability
- Employers rarely have the expertise to validate tests
- Be careful of applicant's privacy rights (e.g., religious beliefs, sexual practices)
- Civil Right Acts state you may measure the person for the job, not the person in the "abstract".