

Hiring PART 3

Reference Checks

Why Check References?

- “Past behavior is always the best predictor of future behavior”
- If you are uncertain about the candidate
 - Test assumptions
 - Verify resume/application facts
- Due Diligence
 - Thoroughness is a legal protection

References Can Be Hard to Get

- Many HR Depts refuse to say anything
 - May forbid employees from giving out references
 - May only verify employment or eligibility to be rehired (secret code)
- Try to get to former supervisors
- If you’re the reference, be careful, particularly with bad references

There are only two types of references:

- Excellent, glowing, exuberant
- All other references are bad references
Exception: the bad boss syndrome

Standard Reference Questions

- In what capacity and how long did you know this person?
- What are the candidate’s strengths
- What are the candidate’s weaknesses?
- **Would you rehire?**
- Other comments? Good place to use silence

Background Checks

- Due Diligence legal protection
- Have all in-person interview finalists fill out a background check acceptance form
- Use a qualified service (MSEC)
- Sensitive positions require more checks (e.g., bookmobile driver)
- Match background check to job requirements

Types of background checks

- Criminal history
- Employment verification
- In-depth references
- Academic or professional credentials
 - is resume/CV true?
- Motor vehicle records
- Personal references
- Drug testing services
- Credit report
- Social security number verification

THE JOB OFFER

Factors to Consider

- You can judge candidates:
 - Against each other
 - Against the job description
- Does the person have the qualifications?
 - Consider a good candidate might only have 80% of the qualifications, and so will have room for growth
 - Can you train for missing qualifications?

Intangible Factors to Consider

- Is the candidate the BEST FIT for your culture?
- Do you think the candidate will get the job done?
- Will he or she excel?
- Can you determine the candidate's organizational commitment vs. self-interest?
- Did the candidate show clear interest?
 - *"I really want this job!" "This is my dream job." "I know I can do a great job for you."*

The Process

- Have the committee list JOB RELATED strengths and weaknesses of each candidate
- Limit the hiring decision to ONE, two, at most, three people
 - Consensus only works for outstanding candidates
- Review all the rubrics and comment sheets
- Be aware:
 - You won't remember most of the interviews
 - The last candidate interviewed is most likely to get hired - Martin Yates

Hire for Passion

- Because a passionate employee will:
 - Love his or her job
 - Will be dedicated
 - And will work hard.
- When passion is missing, all bets are off
- Don't confuse extroversion and passion

Making an Offer

Before You Make an Offer

- Only one person should be authorized to make an offer
- Obtain pre-approvals to make offer
 - Affirmative Action considerations, etc.
- Are there any contingencies to the offer:
 - Pre-employment screening process, drug screening, background checks, etc.

Offers AREN'T Contracts

- Don't treat offer as if it's an employment contract
- Avoid all promissory language
 - Don't be too specific about benefits
 - Don't specify length of employment
 - Use term "Monthly" salary not "Annual" salary
 - Don't talk about anticipated raises, promotions, or new office or buildings in a year or two
 - Don't promise a rewarding career at your library

New Laws for New Employees

- Laws change each year
- Example: **New Colorado Law** (C.R.S. § 8-2-122)
 - You must now Affirm eligibility to work in the US
 - \$5,000 to \$25,000 fine if you don't have form with I-9
 - See webography for FAQ and form
- If you are not part of a organization with a large HR dept, join MSEC or equivalent to keep abreast of changes

Retention

Nearly 90% of bosses think their employees quit to make more money.
Employees who actually do leave for more money: 12% (source Saratoga Institute)

Reasons Employees Leave

- Relationship with supervisor
- Flexibility in work schedule (Telecommute)
- Close proximity of work to home
- Benefit Coverage
- Pay
- Librarians rank service to others and intellectual challenge as reasons to remain
- Academics and special librarians also rated “collegiality in the workplace” as important

Motivation is unique to the person: Hire self-motivated people