**Recruitment Project**

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Planning, Selection & Recruitment

Fall 2009

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***[Company Name]***

# JOB ANALYSIS FORM

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **GENERAL INFORMATION** | | | | | | | | | | | | | | | | |
| **Incumbent Name**  **Position Title**  (Use exact title) | | | | |  | | | | |  | | | | | | |
| **Reports to**  (Title and Name)  **Department** | | | | |  | | | | |  | | | | | | |
| **Date Prepared** | | | | |  | | | | |  | | | | | | |
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|  | | | | | | | | | | | | | | | | |
| **POSITION STATUS** | | | | | | | | | | | | | | | | |
|  |  | Full-Time | |  | | | Hours per week \_\_\_\_\_Exempt | | | | | | | | | |
|  |  | Part-Time | |  | | | Hours per week \_\_\_\_\_Non-Exempt | | | | | | | | | |
| **Scheduled Days and Hours** | | | | | | | | | | | | | | | | |
|  | | | Sunday | | | Monday | | | Tuesday | | | Wednesday | Thursday | Friday | | Saturday |
| From | | |  | | |  | | |  | | |  |  |  | |  |
| To | | |  | | |  | | |  | | |  |  |  | |  |
|  | | | | | | | | | | | | | | | | |
| Total Hours Worked Per Pay Period: | | | | | | | |  | | |  | | | |  | |
|  | | | | | | | | | | | | | | | | |

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| --- | --- |
| **POSITION PURPOSE** | |
|  | |
| 1. **PRIMARY FUNCTION:**   Summarize the primary role (reason this position exists) in two or three sentences.  For example: “The position is responsible for analyzing body fluids for chemical make-up” or “This position provides customer reception services in person and by telephone”. | |
|  |
|  |
|  |
|  | |
| 1. **MAJOR OBJECTIVE:**   Summarize why the primary function is performed in one or two sentences. For example: “Provide better customer relationships.” Or “Increase return on investment.”   |  | | --- | |  | |  | |  | | |

**ESSENTIAL FUNCTIONS**

List 5- 8 brief statements that best describe the fundamental activities (not the individual steps/tasks) for which this position is held accountable. Then explain HOW this activity is accomplished, followed by the percent of time you spend on this activity (total % of all essential functions should equal 100). Last, rank the essential functions by order of importance (there should be no duplicate numbers).

**Essential Functions - SAMPLE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** *Test, evaluate, and implement product configuration changes.*  **Why:** *To improve product compatibility with market needs.* | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  *Coordinate marketing and applications groups to identify product changes. Prepare laboratory and production test samples. Fabricate new product prototypes.* | | **Percentage of Time Spent Weekly on this Activity** *60%* | | **Rank in Order of Importance (1-Highest)** *1* | |

**Essential Functions**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
| **Essential Functions** |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
|  |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
|  |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |

**Essential Functions**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
|  |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
| **Essential Functions** |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | | | | | | | | | | |
| COMPLEXITY Please indicate the typical nature and diversity of work performed as well as the level of judgement and analysis necessary to resolve typical problems encountered. | | | | | | | | | | | | |
| Work is: | | | | | | | | | | | |
|  | Routine with detailed rules or procedures | | | | | | | | |
|  | Standardized and governed by procedures, instructions, and standard practices | | | | | | | | |
|  | Diversified, requiring judgement in applying established practices and procedures | | | | | | | | |
|  | Governed by broad instructions, objectives and policies. Requires considerable judgement in developing approaches and techniques | | | | | | | | |
|  | Varied and requires analysis of major organizational issues and problems | | | | | | | | |
| **Provide two typical example(s) of the nature of diversity and work.** | | | | | | | | | | | | |
|  | | | | | | | | | | |
|  | | | | | | | | | | |
| **INDEPENDENCE OR LATITUDE**  Please indicate the typical level of independence in organizing and prioritizing the work of this position. Select the number of the matching description. Select the higher level if position requirements fall between two descriptions. | | | | | | | | | | | | |
|  | | | | | | | | | | | | |
| **Assignments are:** | | | | | | | | | | | |
|  | Are planned and scheduled by others | | | | | | | | |
|  | Take individual initiative in planning and performing work each day | | | | | | | | |
|  | Take individual initiative in planning and performing for weeks at a time | | | | | | | | |
|  | Take individual initiative in planning and performing for months at a time | | | | | | | | |
|  | | | | | | | | | | | | |
| **IMPACT**  Please indicate the organization level typically affected by decisions made in this position. | | | | | | | | | | | | |
| **Decisions typically impact:** | | | | | | | | | | | |
|  | Only this position | | | | | | | | |
|  | The immediate work group | | | | | | | | |
|  | Multiple work groups | | | | | | | | |
|  | An entire function or a sizable unit | | | | | | | | |
|  | Multiple functions or multiple large units | | | | | | | | |
| 1. **PERSONAL INTERACTION**   How often would a person in this position have recurring contact with any of the following groups or levels and what is the primary reason for and nature of these contacts?  Please use the final column of the box to state the business purpose of each contact | | | | | | | | | | | | |
| **Department, Division,**  **Group, or Organization** | | | **Frequency (frequently, occasionally, rarely)** | | | | **Purpose (deliver messages, negotiate, staff meetings, telephone exchange information, advise, consult, etc.** | | | |
| Board of Directors/Trustees | | |  | | | |  | | | |
| Vice Presidents & Officers | | |  | | | |  | | | |
| Other institutions, hospitals, colleges, companies | | |  | | | |  | | | |
| Government officials | | |  | | | |  | | | |
| Patients, alumnae, general public | | |  | | | |  | | | |
| Vendors | | |  | | | |  | | | |
| Other work groups, employees, administrative offices | | |  | | | |  | | | |
| Other (please describe) | | |  | | | |  | | | |
| **Please indicate what role or responsibility this position has for working in and/or with teams (check all that apply)** | | | | | | | | | | | |
|  | Works individually and is self-sufficient | | | | | | | | |
|  | Frequently works with others in a cooperative, collaborative manner | | | | | | | | |
|  | Works routinely requires team work and cooperation with individuals and groups | | | | | | | | |
| **Briefly describe how and why you work with teams:** | | | | | | | | | | | |
|  | | | | | | | | | | | |
|  | | | | | | | | | | | |
| **COMMUNICATION**  Review the list of communication skills provided below and check the boxes that best describe the communication skills required to perform this job. | | | | | | | | | | | | |
|  | | | | | | | | | | | | |
| **A. Interpersonal communication** | | | | | | | | | | | |
|  | | | | | **Occasionally** | | | | **Regularly** | | |
| One-on-One communication | | | | |  |  | | |  |  | |
| Participate in meetings | | | | |  |  | | |  |  | |
| Conduct meetings or lead group discussions | | | | |  |  | | |  |  | |
| Conduct training sessions | | | | |  |  | | |  |  | |
| Make formal presentations/public speaking | | | | |  |  | | |  |  | |
| Advise, consult, provide counsel | | | | |  |  | | |  |  | |
| Persuade, negotiate, influence | | | | |  |  | | |  |  | |
| Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |  | | |  |  | |
| **B. Written communication** | | | | | | | | | | | |
|  | | | | | **Occasionally** | | | | **Regularly** | | |
| General correspondence/letters/memoranda | | | | |  |  | | |  |  | |
| Contracts | | | | |  |  | | |  |  | |
| Technical documents | | | | |  |  | | |  |  | |
| Procedures/manuals/guidelines | | | | |  |  | | |  |  | |
| Proposals/Requests for proposals | | | | |  |  | | |  |  | |
| Reports | | | | |  |  | | |  |  | |
| Articles | | | | |  |  | | |  |  | |
| Manuscripts | | | | |  |  | | |  |  | |
| Press releases | | | | |  |  | | |  |  | |
| Regulatory filing | | | | |  |  | | |  |  | |
| Translating technical documents | | | | |  |  | | |  |  | |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |  | | |  |  | |
|  | | | | | | | | | | | |
| **EQUIPMENT/TECHNOLOGY USED**  Please list below any equipment you utilize on the job, such as PC’s, laptops, typewriter, camera, telephone, etc. Please list all software packages you frequently utilize, for example - Windows NT, Word, Excel, Access, PowerPoint, Netscape Navigator, Exchange, Scheduler+, File Manager. | | | | | | | | | | | | |
|  | | | | | | | | | | | | |
| **Type of**  **Equipment/Software** | | | **Skill Level Needed**  **(advanced/intermediate/basic)** | | | | **Time Used**  **(per day/week/year)** | | | | |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SUPERVISORY DUTIES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A. Does the position supervise regular or temporary employees? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | **Yes** | | | | |  | | | **No** | | | | | | |
| If the answer is ***No***, please skip to question 13. If the answer is ***Yes***, please complete the rest of this section. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. How many employees does the position supervise either directly or through other supervisors? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |
| C. List the titles of those supervised by this position. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | **Number of Employees Supervised** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Title of Position Supervised** | | | | | | | | | | | | | | | | | | | **Full Time** | | | | | | | | | | **Part Time** | | | | | | | | | | | | **Students/Apprentices** | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | |
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| D. Check each of the phrases below that describe the kind of supervision this position is required to exercise. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Plan work | | | | | | | | | | | | | | | | | | | | | |  | | | Assign work | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Instruct and train in methods and procedures | | | | | | | | | | | | | | | | | | | | | |  | | | Check and approve work | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Recommend salary adjustments | | | | | | | | | | | | | | | | | | | | | |  | | | Maintain staff records | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make promotional recommendations | | | | | | | | | | | | | | | | | | | | | |  | | | Make final decision on promotion | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make hiring recommendations | | | | | | | | | | | | | | | | | | | | | |  | | | Make final decision in hiring | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Carry out performance evaluations | | | | | | | | | | | | | | | | | | | | | |  | | | Handle complaints and grievances | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make recommendations regarding unsatisfactory employees | | | | | | | | | | | | | | | | | | | | | |  | | | Set departmental goals and objectives | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make final decision to terminate unsatisfactory employees ­­­ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **JOB CONDITIONS**  A. Indicate the surroundings or working conditions under which the job is performed. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Usual office-type working conditions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Some disagreeable factors present in working conditions such as necessarily poor ventilation, uneven temperature or the possibility of damage to clothing. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Occasional disagreeable elements present in the working conditions part of the time such as heat, cold, dampness, fumes, dust, noise, or vibrations or exposure to disease-bearing specimens or odorous chemicals and specimens. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Continuous exposure to several disagreeable elements of factors | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| B. Indicate the Physical Skills required to perform the job. Please check all of the following activities that routinely apply to the job: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Walking | | | | | | | | | | |  | Carrying | | | | | | | | | | | |  | | | | | Sitting | | | | | | | | | | | | | | | | | | | | |
|  | | Grasping | | | | | | | | | | |  | Stooping | | | | | | | | | | | |  | | | | | Climbing | | | | | | | | | | | | | | | | | | | | |
|  | | Kneeling | | | | | | | | | | |  | Stooping/Crouching | | | | | | | | | | | |  | | | | | Lifting, maximum weight | | | | | | | | | | | | | | | | | |  | | |
|  | | Crawling | | | | | | | | | | |  | Standing | | | | | | | | | | | |  | | | | | Other (specify): | | | | | | | | | | | | | | | | | | | | |
|  | | Reaching | | | | | | | | | | |  | Hearing/Listening | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | | | | | | |
| 1. **MINIMUM POSITION QUALIFICATIONS REQUIRED:**   Describe only the **minimum** requirements for performing the job, not the qualifications of the incumbent or the desired qualifications of a new hire. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| What **minimum** education, training or special courses are required for performing duties of the position? Check the appropriate education level box. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **High School** | | | | | | | | | | | | | | | **Undergraduate** | | | | | | | | | | | | | | | | | | **Graduate** | | | | | | | | | | | | | | | | | |
|  | | 9 |  | 10 |  | | | 11 | |  | 12 | | |  | | 13 | |  | | 14 |  | 15 | |  | | | 16 | | | | |  | | | 17 | |  | | 18 | | |  | | | 19 | | | |  | 20 |
|  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
| What is the **minimum** related work experience required for doing this job? Check the appropriate experience level box. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | none | | | | |  | | 3 to 12 mo. | | | | | | | |  | | 13 - 24 mo. | | | | | | | | | |  | | 25 mo. – 5 yrs. | | | | | | | | | | | |  | | | 5+ yrs. | | | | |
| Please describe licenses, certifications or specialized training required: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| What job knowledge, skills, and/or qualifications do you feel are most important for this position?   |  | | --- | |  |   With these skills in place, how long does it take to learn this job and perform it at a fully competent level?   |  | | --- | |  |   I have reviewed the contents of this questionnaire and confirm that it is an accurate and complete description of the duties and responsibilities: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Immediate Supervisor: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Title: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Phone #: | | | | | | | | |  | | | | |
| Signature: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Date: | | | | | | | | | | | | | |
| Department Head | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Title: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Phone #: | | | | | | | | |  | | | | |
| Signature: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Date: | | | | | | | | | | | | | |

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# RECRUITMENT COORDINATOR RESPONSE

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **GENERAL INFORMATION** | | | | | | | | | | | | | | | | |
| **Incumbent Name**  **Position Title**  (Use exact title) | | | | | \*\*\*\*\*\*\*\* \*\*\*\*\*\*\*\*,Recruitment Coordinator | | | | |  | | | | | | |
| **Reports to**  (Title and Name)  **Department** | | | | | \*\*\*\*\* \*\*\*\*\*\*\*\*  Director, Human Resources  Human Resources | | | | |  | | | | | | |
| **Date Prepared** | | | | | 9/18/09 | | | | |  | | | | | | |
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| **POSITION STATUS** | | | | | | | | | | | | | | | | |
|  | X | Full-Time | | 40 | | | Hours per week \_\_X\_\_\_Exempt | | | | | | | | | |
|  |  | Part-Time | |  | | | Hours per week \_\_\_\_\_Non-Exempt | | | | | | | | | |
| **Scheduled Days and Hours** | | | | | | | | | | | | | | | | |
|  | | | Sunday | | | Monday | | | Tuesday | | | Wednesday | Thursday | Friday | | Saturday |
| From | | |  | | | 7:45 | | | 7:45 | | | 7:45 | 7:45 | 7:45 | |  |
| To | | |  | | | 3:45 | | | 3:45 | | | 5:00 | 5:00 | 5:00 | |  |
|  | | | | | | | | | | | | | | | | |
| Total Hours Worked Per Pay Period: | | | | | | | | 80 | | |  | | | |  | |
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| **POSITION PURPOSE** | |
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| 1. **PRIMARY FUNCTION:**   Summarize the primary role (reason this position exists) in two or three sentences.  For example: “The position is responsible for analyzing body fluids for chemical make-up” or “This position provides customer reception services in person and by telephone”. | |
| This position is responsible for assisting the Director of Human Resources with the recruitment and hiring |
| process, and maintains personnel data within the HR database system. |
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| 1. **MAJOR OBJECTIVE:**   Summarize why the primary function is performed in one or two sentences. For example: “Provide better customer relationships.” Or “Increase return on investment.”   |  | | --- | | To create a candidate pool from which to hire from. To coordinate the hiring process so positions are filled efficiently and effectively. | |  | |  | | |

**ESSENTIAL FUNCTIONS**

List 5- 8 brief statements that best describe the fundamental activities (not the individual steps/tasks) for which this position is held accountable. Then explain HOW this activity is accomplished, followed by the percent of time you spend on this activity (total % of all essential functions should equal 100). Last, rank the essential functions by order of importance (there should be no duplicate numbers).

**Essential Functions - SAMPLE**

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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** *Test, evaluate, and implement product configuration changes.*  **Why:** *To improve product compatibility with market needs.* | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  *Coordinate marketing and applications groups to identify product changes. Prepare laboratory and production test samples. Fabricate new product prototypes.* | | **Percentage of Time Spent Weekly on this Activity** *60%* | | **Rank in Order of Importance (1-Highest)** *1* | |

**Essential Functions**

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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** Markets \*\*\*\*\*\* positions at colleges and universities and coordinates all student internship or employment placements.  **Why:** To create an avenue for interns to enter field placement and new graduates to enter clinical positions at \*\*\*\*\*\*. | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  Builds relationships with key people at colleges and universities. Promote \*\*\*\*\*\* employment opportunities at fairs and events. | | **Percentage of Time Spent Weekly on this Activity** 30% | | **Rank in Order of Importance (1-Highest) 1** | |
| **Essential Functions** |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** Performs all recruitment-related tasks which may include, but not be limited to:   * Posting positions on \*\*\*\*\*’s website, online job boards, paper, etc. * Scheduling interviews for clinical managers as appropriate; * Checking references on behalf of managers. * Performing pre-employment drug screens and background checks. * Verify licenses.   **Why:** Increase candidate pool and assist in expediting the hiring process. | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  Directing the hiring process and providing guidance to the hiring managers. | | **Percentage of Time Spent Weekly on this Activity 25%** | | **Rank in Order of Importance (1-Highest) 2** | |
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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** Assists Director, Human Resources with new employee processing.  **Why:** To ensure that new employee, hiring manager, HR staff, IT and other effected departments are aware of date, time and place for the new employee to report on his/her first day. . | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  Collects necessary hiring paperwork, prepares welcomes packets, updates HR database and provides hiring directives to hiring manager and other departments. | | **Percentage of Time Spent Weekly on this Activity 25%** | | **Rank in Order of Importance (1-Highest) 3** | |
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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** Maintains and updates all competency-based job summaries and performance evaluation forms.  **Why:** To have documentation detailing the performance expectations for each employee role and support the performance evaluation process. | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  Consult with related supervisors and Director, Human Resources to establish documents for new positions and review current performance expectations for positions to determine necessary changes. | | **Percentage of Time Spent Weekly on this Activity 15%** | | **Rank in Order of Importance (1-Highest) 4** | |

**Essential Functions**

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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)**  **What:** Conducts Exit Interviews with employees that resign.  **Why:** To analyze turnover though a report to managers on a semi-annual basis. | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)**  Provide an exit survey to all resigning employees and then facilitate a one-on-one interview to get further details and insight from the exiting employee. | | **Percentage of Time Spent Weekly on this Activity 5%** | | **Rank in Order of Importance (1-Highest) 5** | |
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| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |
| **Essential Functions** |
| |  | | --- | | **Fundamental Activities of this position (What do you do? Why do you do it?)** | | **How is this Activity Completed? (Use action words - i.e. Direct, Analyze, Prepare, Drive,)** | | **Percentage of Time Spent Weekly on this Activity** | | **Rank in Order of Importance (1-Highest)** | |

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| COMPLEXITY Please indicate the typical nature and diversity of work performed as well as the level of judgement and analysis necessary to resolve typical problems encountered. | | | | | | | | | | | | |
| Work is: | | | | | | | | | | | |
|  | Routine with detailed rules or procedures | | | | | | | | |
| x | Standardized and governed by procedures, instructions, and standard practices | | | | | | | | |
|  | Diversified, requiring judgement in applying established practices and procedures | | | | | | | | |
|  | Governed by broad instructions, objectives and policies. Requires considerable judgement in developing approaches and techniques | | | | | | | | |
|  | Varied and requires analysis of major organizational issues and problems | | | | | | | | |
| **Provide two typical example(s) of the nature of diversity and work.** | | | | | | | | | | | | |
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| The hiring process is a standardized practice that has elements of diversification only when new positions are being created leading to additional collaboration and development necessity.  The recruitment process is standard for all departments but has elements of decision making because based on the job that is being recruited for I make decisions on the most appropriate means/resource for recruiting. | | | | | | | | | | |
| **INDEPENDENCE OR LATITUDE**  Please indicate the typical level of independence in organizing and prioritizing the work of this position. Select the number of the matching description. Select the higher level if position requirements fall between two descriptions. | | | | | | | | | | | | |
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| **Assignments are:** | | | | | | | | | | | |
|  | Are planned and scheduled by others | | | | | | | | |
|  | Take individual initiative in planning and performing work each day | | | | | | | | |
| x | Take individual initiative in planning and performing for weeks at a time | | | | | | | | |
|  | Take individual initiative in planning and performing for months at a time | | | | | | | | |
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| **IMPACT**  Please indicate the organization level typically affected by decisions made in this position. | | | | | | | | | | | | |
| **Decisions typically impact:** | | | | | | | | | | | |
|  | Only this position | | | | | | | | |
|  | The immediate work group | | | | | | | | |
| x | Multiple work groups | | | | | | | | |
|  | An entire function or a sizable unit | | | | | | | | |
|  | Multiple functions or multiple large units | | | | | | | | |
| 1. **PERSONAL INTERACTION**   How often would a person in this position have recurring contact with any of the following groups or levels and what is the primary reason for and nature of these contacts?  Please use the final column of the box to state the business purpose of each contact | | | | | | | | | | | | |
| **Department, Division,**  **Group, or Organization** | | | **Frequency (frequently, occasionally, rarely)** | | | | **Purpose (deliver messages, negotiate, staff meetings, telephone exchange information, advise, consult, etc.** | | | |
| Board of Directors/Trustees | | | Never | | | |  | | | |
| Vice Presidents & Officers | | | Frequently | | | | Consult and exchange information | | | |
| Other institutions, hospitals, colleges, companies | | | Frequently | | | | Exchange information | | | |
| Government officials | | | Never | | | |  | | | |
| Patients, alumnae, general public | | | Frequently | | | | Advise/inform public about \*\*\*\*\* jobs | | | |
| Vendors | | | Occasionally | | | | Telephone or e-mail exchange | | | |
| Other work groups, employees, administrative offices | | | Frequently | | | | Consult and exchange information | | | |
| Other (please describe) | | |  | | | |  | | | |
| **Please indicate what role or responsibility this position has for working in and/or with teams (check all that apply)** | | | | | | | | | | | |
| X | Works individually and is self-sufficient | | | | | | | | |
| X | Frequently works with others in a cooperative, collaborative manner | | | | | | | | |
|  | Works routinely requires team work and cooperation with individuals and groups | | | | | | | | |
| **Briefly describe how and why you work with teams:** | | | | | | | | | | | |
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| Though face-to-face meetings and e-mail communication I work with teams to better understand their hiring needs so that I may efficiently direct the recruiting and hiring process. | | | | | | | | | | | |
| **COMMUNICATION**  Review the list of communication skills provided below and check the boxes that best describe the communication skills required to perform this job. | | | | | | | | | | | | |
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| **A. Interpersonal communication** | | | | | | | | | | | |
|  | | | | | **Occasionally** | | | | **Regularly** | | |
| One-on-One communication | | | | |  |  | | | **x** |  | |
| Participate in meetings | | | | |  |  | | | **x** |  | |
| Conduct meetings or lead group discussions | | | | | **x** |  | | |  |  | |
| Conduct training sessions | | | | | **x** |  | | |  |  | |
| Make formal presentations/public speaking | | | | | **x** |  | | |  |  | |
| Advise, consult, provide counsel | | | | |  |  | | | **x** |  | |
| Persuade, negotiate, influence | | | | | **x** |  | | |  |  | |
| Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |  | | |  |  | |
| **B. Written communication** | | | | | | | | | | | |
|  | | | | | **Occasionally** | | | | **Regularly** | | |
| General correspondence/letters/memoranda | | | | |  |  | | | **x** |  | |
| Contracts | | | | | **x** |  | | |  |  | |
| Technical documents - NA | | | | |  |  | | |  |  | |
| Procedures/manuals/guidelines | | | | |  |  | | | **x** |  | |
| Proposals/Requests for proposals | | | | | **x** |  | | |  |  | |
| Reports | | | | |  |  | | | **X** |  | |
| Articles | | | | | **X** |  | | |  |  | |
| Manuscripts - NA | | | | |  |  | | |  |  | |
| Press releases | | | | | **x** |  | | |  |  | |
| Regulatory filing | | | | | **x** |  | | |  |  | |
| Translating technical documents - NA | | | | |  |  | | |  |  | |
| Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |  | | |  |  | |
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| **EQUIPMENT/TECHNOLOGY USED**  Please list below any equipment you utilize on the job, such as PC’s, laptops, typewriter, camera, telephone, etc. Please list all software packages you frequently utilize, for example - Windows NT, Word, Excel, Access, PowerPoint, Netscape Navigator, Exchange, Scheduler+, File Manager. | | | | | | | | | | | | |
|  | | | | | | | | | | | | |
| **Type of**  **Equipment/Software** | | | **Skill Level Needed**  **(advanced/intermediate/basic)** | | | | **Time Used**  **(per day/week/year)** | | | | |
| PC | | | Intermediate | | | | 40 Hrs/week | | | | |
| Telephone | | | Basic | | | | 2 Hrs/week | | | | |
| General – Fax, Copier, etc. | | | Basic | | | | 2 Hrs/week | | | | |
| Sage Abra Software | | | Intermediate | | | | 10 Hrs/week | | | | |
| Microsoft Office/Outlook | | | Intermediate | | | | 40 Hrs/week | | | | |
| PsychConsult Software | | | Basic | | | | 2 Hrs/week | | | | |

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| **SUPERVISORY DUTIES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A. Does the position supervise regular or temporary employees? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | **Yes** | | | | | **x** | | | **No** | | | | | | |
| If the answer is ***No***, please skip to question 13. If the answer is ***Yes***, please complete the rest of this section. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. How many employees does the position supervise either directly or through other supervisors? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |
| C. List the titles of those supervised by this position. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | | | | | | | | | | **Number of Employees Supervised** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Title of Position Supervised** | | | | | | | | | | | | | | | | | | | **Full Time** | | | | | | | | | | **Part Time** | | | | | | | | | | | | **Students/Apprentices** | | | | | | | | | | | |
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| D. Check each of the phrases below that describe the kind of supervision this position is required to exercise. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Plan work | | | | | | | | | | | | | | | | | | | | | |  | | | Assign work | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Instruct and train in methods and procedures | | | | | | | | | | | | | | | | | | | | | |  | | | Check and approve work | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Recommend salary adjustments | | | | | | | | | | | | | | | | | | | | | |  | | | Maintain staff records | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make promotional recommendations | | | | | | | | | | | | | | | | | | | | | |  | | | Make final decision on promotion | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make hiring recommendations | | | | | | | | | | | | | | | | | | | | | |  | | | Make final decision in hiring | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Carry out performance evaluations | | | | | | | | | | | | | | | | | | | | | |  | | | Handle complaints and grievances | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make recommendations regarding unsatisfactory employees | | | | | | | | | | | | | | | | | | | | | |  | | | Set departmental goals and objectives | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Make final decision to terminate unsatisfactory employees ­­­ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **JOB CONDITIONS**  A. Indicate the surroundings or working conditions under which the job is performed. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **X** | | Usual office-type working conditions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Some disagreeable factors present in working conditions such as necessarily poor ventilation, uneven temperature or the possibility of damage to clothing. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Occasional disagreeable elements present in the working conditions part of the time such as heat, cold, dampness, fumes, dust, noise, or vibrations or exposure to disease-bearing specimens or odorous chemicals and specimens. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | Continuous exposure to several disagreeable elements of factors | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| B. Indicate the Physical Skills required to perform the job. Please check all of the following activities that routinely apply to the job: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **X** | | Walking | | | | | | | | | | | **X** | Carrying | | | | | | | | | | | | **X** | | | | | Sitting | | | | | | | | | | | | | | | | | | | | |
| **X** | | Grasping | | | | | | | | | | | **X** | Stooping | | | | | | | | | | | |  | | | | | Climbing | | | | | | | | | | | | | | | | | | | | |
|  | | Kneeling | | | | | | | | | | | **X** | Stooping/Crouching | | | | | | | | | | | | **X** | | | | | Lifting, maximum weight | | | | | | | | | | | | | | | | | | 10 lbs. | | |
|  | | Crawling | | | | | | | | | | | **X** | Standing | | | | | | | | | | | |  | | | | | Other (specify): | | | | | | | | | | | | | | | | | | | | |
| **X** | | Reaching | | | | | | | | | | | **X** | Hearing/Listening | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | | | | | | |
| 1. **MINIMUM POSITION QUALIFICATIONS REQUIRED:**   Describe only the **minimum** requirements for performing the job, not the qualifications of the incumbent or the desired qualifications of a new hire. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| What **minimum** education, training or special courses are required for performing duties of the position? Check the appropriate education level box. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **High School** | | | | | | | | | | | | | | | **Undergraduate** | | | | | | | | | | | | | | | | | | **Graduate** | | | | | | | | | | | | | | | | | |
|  | | 9 |  | 10 |  | | | 11 | |  | 12 | | |  | | 13 | |  | | 14 |  | 15 | |  | | | 16 | | | | | X | | | 17 | |  | | 18 | | |  | | | 19 | | | |  | 20 |
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| What is the **minimum** related work experience required for doing this job? Check the appropriate experience level box. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | none | | | | |  | | 3 to 12 mo. | | | | | | | | X | | 13 - 24 mo. | | | | | | | | | |  | | 25 mo. – 5 yrs. | | | | | | | | | | | |  | | | 5+ yrs. | | | | |
| Please describe licenses, certifications or specialized training required: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| What job knowledge, skills, and/or qualifications do you feel are most important for this position?   |  | | --- | | Experience and proficiency with computer databases and accuracy in data entry required. Must be adept in Microsoft Word and Excel. Maturity, excellent communication and organizational skills, and ability to maintain confidentiality are all attributes this position demands. |   With these skills in place, how long does it take to learn this job and perform it at a fully competent level?   |  | | --- | | 3 months |   I have reviewed the contents of this questionnaire and confirm that it is an accurate and complete description of the duties and responsibilities: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Immediate Supervisor: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Title: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Phone #: | | | | | | | | |  | | | | |
| Signature: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Date: | | | | | | | | | | | | | |
| Department Head | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Title: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Phone #: | | | | | | | | |  | | | | |
| Signature: | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Date: | | | | | | | | | | | | | |

**JOB DESCRIPTION**

|  |  |  |  |
| --- | --- | --- | --- |
| **POSITION TITLE:** | Recruitment Coordinator | **DATE:** | September 2009 |
| **DEPARTMENT:** | Human Resources | **APPROVED BY:** |  |
| **REPORTS TO:** | Director, Human Resources | **CLASSIFICATION:** | Exempt |

**POSITION PURPOSE:**

The recruitment coordinator is responsible for assisting the Director of Human Resources with the recruitment and hiring process, and maintains personnel data within the HR database system. The main objective of this position is to create a candidate pool from which to hire employees and to coordinate the hiring process so positions are filled efficiently and effectively.

**ESSENTIAL FUNCTIONS OF POSITION (PERCENTAGE OF TIME SPENT):**

Marketing (30%)

• Markets positions at colleges and universities and coordinates all student internship and employment placement in order to create an avenue for interns to enter field placement and new graduates to enter clinical positions.

• Build relationships with key people at colleges and universities.

• Promote employment opportunities at fairs and events.

Direct the Hiring Process (25%)

In order to increase the candidate pool and assist in expediting the hiring process. This position performs all recruitment-related tasks which may include, but are not limited to:

• Post positions on websites, online job boards, paper, etc…

• Schedule interviews for clinical managers as appropriate.

• Check references on behalf of managers.

• Perform pre-employment drug screens and background checks.

• Verify licenses.

New Employee Processing (25%)

This position assists the Director of Human Resources with the new employee processing to ensure that new employees, the hiring manager, Human Resources staff, IT and other affected departments are aware of the date, time and place for the new employee to report on his/her first day.

• Collect necessary hiring paperwork.

• Prepare welcomes packets.

• Update Human Resources database.

• Provide hiring directives to hiring manager and other departments.

Job Summaries and Evaluation Forms (15%)

This position maintains and updates all competency-based job summaries and performance evaluation forms in order to have documentation detailing the performance expectations for each employee role and support the performance evaluation process.

• Consult with related supervisors and the Director of Human Resources to establish documents for new positions.

• Review current performance expectations for positions to determine necessary changes.

Conduct Exit Interviews (5%)

• Conduct Exit Interviews with employees that resign.

• Analyze turnover though a report to managers on a semi-annual basis.

• Provide an exit survey to all resigning employees.

• Facilitate a one-on-one interview to get further details and insight from the exiting employee.

**EDUCATION AND EXPERIENCE:**

• A Bachelor Degree in Human Resources is required for this position.

• At least two years of related experience is recommended.

• Experience and proficiency with computer databases and accuracy in data entry required.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

• Intermediate computer proficiency is critical.

• Must be adept in Microsoft Word and Excel.

• Maturity, excellent communication and organizational skills are necessary.

• Ability to maintain confidentiality is essential.

• Written communication skills with regards to contracts, proposals, articles, press releases and filing are recommended.

• Leadership, self-sufficiency and responsibility skills are suggested as this position is mostly self-directed.

• Must be able to work well with people as this position is in contact with employees, candidates and customers on a regular basis.

• Ability to network is necessary.

• Necessary Physical skills required to perform the job include: walking, grasping, reaching, carrying, stooping, crouching, standing, hearing/listening, sitting and lifting up to 10 lbs.

**RESPONSIBILITY AND DECISION-MAKING AUTHORITY:**

Working individually allows this position to require little supervision and mandates self-sufficiency. The decisions made within this position affect multiple work groups within the company.

**WORKING RELATIONSHIPS:**

Frequently consult and exchange information with the Vice President of Human Resources as well as other institutions, hospitals and colleges.

Working with others in a cooperative and collaborative manner on a regular basis however is necessary. Work with teams, via face-to-face meetings as well as e-mail communication, to better understand their hiring needs so that this position may efficiently direct the recruiting and hiring process.

Advise the general public regularly in order to inform them of job openings.

Occasionally consult with vendors via telephone or email.

Conduct training sessions, meetings and lead group discussions with employees.

**GUIDANCE RECEIVED:**

This position takes individual initiative in planning, performing, prioritizing and organizing the work of this position for weeks at a time.

**WORK DIRECTION:**

The Recruitment Coordinator assists the Director of Human Resources to recruit and hire employees to meet the goals of the company.

**TARGETED RECRUITMENT METHODS**

**Company:** Mason Behavioral Corrections (MBC)

**Location:** Toledo, Ohio

**Job Opening:** Recruitment Coordinator

**Underutilization**

After conducting an EEO/AA (Equal Employment Opportunity/Affirmative Action) analysis for the company, it has been determined that women are highly underutilized within the company and minorities are not far behind. The EEO/AA analysis determines underutilization in two ways: 80% rule and the standard deviation rule. While minorities were found to be underrepresented via only the 80% rule within a few areas of the company, women were found to be underrepresented via both the 80% rule and the standard deviation rule.

When hiring and promoting for jobs within the company, these protected groups should be taken into consideration in order to utilize those protected groups for the benefit of our company as well as to comply with Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws. The purpose of this is to fully utilize the available workforce by taking qualified individuals of the protected classes into consideration during the hiring and promoting process.

In support of our job opening for a Recruitment Coordinator, we need to find ways of reaching out to women and minorities while recruiting for this position.

**Appealing Benefits**

There are some benefits of a job which look more appealing to women and minorities and should be taken into consideration when recruiting for this position. We need to focus primarily on women, as they were the most underutilized within the company, and this can be done by allowing for benefits highly valued by women such as flexible hours, child daycare, etc…

**Recruitment Sources**

There have been a few sources of recruitment found which target women and/or minorities which would be great recruiting sources for this particular position. We should find listings for at least 30 days to give the company enough time to find a high quality diverse candidate pool. We should assess the candidate pool after this initial 30 day period to determine if we need to continue the search for additional time. If we need to continue the search, we should then advertise for an additional 30 days. The following sources are a few suggested resources which we should utilize during the recruitment process:

*Insight Into Diversity (Formerly Affirmative Action Register)*

Insight Into Diversity is a “nationally distributed recruiting source directed to females, minorities, veterans and disabled as well as to all applicants (Belmont University).” Applicants would view our job posting on their website and we also have the potential to reach 1 million readers of their newsletter who seek “in-depth news, reports and commentary on issues surrounding all aspects of diversity and inclusion.” They are “highly regarded for their extensive career opportunity listings... as they successfully connect employers to the most highly qualified individuals regardless of race, color, national origin, religion, gender, age, disability, gender identity or expression, or sexual orientation (Insight Into Diversity).”

This source would be perfect to reach the target candidates we are seeking for this particular opening.

Rates

To purchase a 30 day advertisement will cost $260 and a 60 day advertisement would cost $345. We should purchase an online advertisement for 60 days initially because if we need the advertisement for longer than 30 day and pay the extra fees upfront, the additional cost is only $75. However, if we only initially purchase 30 days and realize later on that we need a little more time, we will lose $275 on the additional 30 days. Therefore, it is more cost effective to purchase the 60 day rate initially.

It will also be beneficial to purchase a job listing advertisement on Insight Into Diversity’s weekly e-newsletter. The cost of this advertisement is $100 for one placement or $300 for four consecutive placements. We should purchase four weeks (one month) of advertising via this newsletter for the $300. If we have not found a candidate after this time, we can purchase another month of advertising via their weekly e-newsletter for an additional $300.

*American Association For Affirmative Action (AAAA)*

This organization is “the association of professionals managing affirmative action, equal opportunity, diversity and other human resource programs (AAAA).” The candidates this association will reach will most likely be the type of candidates we are seeking, women and minorities, as the American Association for Affirmative Action is the place potential candidates go to when they want to be more successful in their careers as AAAA has the potential to link them with career paths in which they, as a protected group, are less likely to find advancement issues.

Rates

To recruit via the AAAA, it will cost$75 for 30 days and $125 for 60 days. We should initially advertise for 30 days at the $75 rate because purchasing a job advertisement in 30 day increments will only cost an additional $25 per 30 day increment as compared to buying the longer advertising time initially. The most we would lose to advertise for 60 days through this association by purchasing an advertisement every 30 days versus paying for 60 days upfront is only $25.

*Monster.com*

This will be a great recruitment source to reach a very large audience. The leveraging power of Monster: “17.9 million adults age 18+ in the United States have used Monster to search for jobs at least once per month (Monster.com).” This means that our job posting can reach a vast audience all across the country.

Rates

For a 60 day advertisement, it will cost us $275.

*CareerBuilder.com*

Career Builder has over 1,600 partner sites which means that there will again be a large pool of potential candidates if we recruit via this source. (CareerBuilder.com)

Rates

The rate to advertise with CareerBuilder.com is $419 for 30 days. We should first purchase 30 days of advertisement. If we have not found our candidate within the first 30 days, we can then purchase an additional 30 days for the job posting as they do not offer a 60 day discounted price.

*University of Toledo*

It is also important that we recruit locally for the position as well to ensure we are reaching a more realistic applicant pool. For this reason, it would be beneficial to post with the University of Toledo who posts local and credible job opportunities for students of the very diverse University of Toledo. The opening will be registered with Career Services of UT’s Student Union and will appear in printed form in the Student Union hallways for students to view as well as on their job search website called Rocket Jobs.

This virtual advertisement will reach a very broad group of qualified individuals including undergraduate students, graduate students and alumni with a higher education which is a requirement of this position.

Rates

Advertising with the University of Toledo is free to businesses. **(Career Services, Personal Communication, November 12, 2009)**

**Advertisement**

|  |
| --- |
| **SEEKING ENTHUSIASIC CANDIDATES**  *Do You Love What You Do, Do You Have A Purpose? Come Help Us MAKE A DIFFERENCE!*  Mason Behavioral Corrections (MBC) is a diverse Not-For-Profit organization dedicated to helping children with behavioral issues and exists to provide Health, Hope, Happiness and Opportunities to children of our community. We are currently seeking a Recruitment Coordinator for our highly dedicated HR team who will assist the Director of HR to recruit and hire employees in accordance with our business strategy to meet our goals of the company. This position will also offer you the opportunity to help us create an even more diverse workforce as our recruitment coordinator who will seek out qualified candidates regardless of race, color, sex, sexual orientation, disabilities, etc...  *Essential Functions:*   * Market Positions, Build Relationships, Promote Employment Opportunities * Increase Candidate Pool (Post Positions, Schedule Interviews, Check References, Perform Pre-Employment Screens) * Process New Employees, Update HR Database, Prepare Welcome Packets * Maintain Job Summaries and Evaluations * Conduct Exit Interviews and Analyze Turnover   *Education and Experience Required:*   * Bachelor Degree In Human Resources * Two Years Related Experience Is Recommended * Experience and Proficiency With Computer Databases Required * Basic Computer Proficiency Is Crucial * Maturity, Excellent Communication and Organizational Skills Are Necessary * Ability To Maintain Confidentiality Is Essential * Written Communication Skills With Regards To Contracts, Proposals, Articles and Press Releases Are Recommended   *The Real Deal:*   * Great Benefits * Flexible Hours * Self-Directed Position * Diverse Workforce   **Women and Minorities Are Encouraged To Apply**  If interested please contact Meagan Frances Ayers of our HR team at [Meagan.Ayers@MBC.HR.com](mailto:Meagan.Ayers@MBC.HR.com) or feel free to visit our website at <http://MBC/HR/Jobs.html> to apply. |

**Expenses**

|  |
| --- |
| **Budget $3,500.00**  **Recruitment Sources**  Insight Into Diversity Online Advertisement (60 Days) $345.00  Insight Into Diversity Weekly e-Newsletter Advertisement (60 Days Max.) $600.00  American Association For Affirmative Action (60 Days Max.) $150.00  Monster.com (60 Days) $275.00  CareerBuilder.com (60 Days Max.) $838.00  University of Toledo $ 0.00  **Surplus/Deficit $1,292.00** |

**Conclusion**

While a candidate’s sex or ethnicity should not be the determining factor for which candidate to choose, it should be taken into consideration when searching for someone with the right qualifications. It is essential to determine who is the most qualified candidate for the job regardless of race, sex, gender, ethnicity, etc... However we do need to take special consideration in our approach to finding a candidate and targeted recruitment is the best approach for our company.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **JOB REQUIREMENTS MATRIX** | | | | | | | |
|  |  |  |  |  |  |  |  |
| ***Tasks*** | | | | |  | ***KSAOs*** | |
| **Specific Tasks** | | **Task Dimensions** | | **Importance (% time spent)** | **Nature** | | **Importance to Tasks (1-5 rating)** |
| 1 | Markets positions at colleges and universities and coordinates all student internship and employment placement in order to create an avenue for interns to enter field placement and new graduates to enter clinical positions | A. | Marketing | 30% | 1 | Ability to sell products (in this case, the company) | 5 |
| 2 | Build relationships with key people at colleges and universities | A. | Marketing |  | 2 | Skill in interacting with people | 5 |
| 3 | Promote employment opportunities at fairs and events | A. | Marketing |  | 3 |  |  |
| 4 | Post positions on websites, online job boards, paper, etc… | B. | Computer | 25% | 1 | Abilty to utilize the internet and computer software | 5 |
| 5 | Schedule interviews for clinical managers as appropriate | C. | Organization |  | 2 | Knowledge of spelling and punctuation | 4 |
| 6 | Checks references on behalf of managers | D. | Administration |  | 3 | Abilty to organize schedules | 4 |
| 7 | Perform pre-employment drug screens and background checks | D. | Administration |  | 4 | Ability to place phone calls | 2 |
| 8 | Verify licenses | D. | Administration |  | 5 | Abilty to verify information | 3 |
| 9 | Collect necessary hiring paperwork | C. | Organization | 25% | 1 | Ability to organize information | 4 |
| 10 | Prepare welcomes packets | C. | Organization |  | 2 | Ability to organize papers | 5 |
| 11 | Update Human Resources database | B. | Computer |  | 3 | Skill in working with computer databases | 4 |
| 12 | Provide hiring directives to hiring manager and other departments | E. | Delegation |  | 4 | Ability to delegate wrok functions to employees | 3 |
| 13 | Consult with related supervisors and the Director of Human Resources to establish documents for new positions | C. | Organizing | 15% | 1 | Abitlty to organize schedules | 4 |
| 14 | Review current performance expectations for positions to determine necessary changes | F. | Planning |  | 2 | Abiltity to interpret current information and make changes when necessary | 5 |
| 15 | Conduct Exit Interviews with employees that resign | G. | Supervision | 5% | 1 | Ability to handle potentially hostile situations | 5 |
| 16 | Analyze turnover though a report to managers on a semi-annual basis | H. | Analyzation |  | 2 | Skill in analyzing numbers to determine problems | 4 |
| 17 | Provide an exit survey to all resigning employees | G. | Supervision |  | 3 | Skill in interacting with people (potentially hostile employees) | 5 |
| 18 | Facilitate a one-on-one interview to get further details and insight from the exiting employee | G. | Supervision |  | 4 | Skill in interacting with people (potentially hostile employees) | 4 |
|  |  |  |  |  |  |  |  |
|  |  | **Dimension** | | **Frequency** | **Order of Importance** | |  |
|  |  | A. Marketing | | 3 |  | 2 |  |
|  |  | B. Computer | | 2 |  | 4 |  |
|  |  | C. Organization | | 4 |  | 1 |  |
|  |  | D. Administration | | 3 |  | 3 |  |
|  |  | E. Delegation | | 1 |  | 6 |  |
|  |  | F. Planning | | 1 |  | 7 |  |
|  |  | G. Supervision | | 3 |  | 5 |  |
|  |  | H. Analyzation | | 1 |  | 8 |  |
|  |  |  |  | *18* |  |  |  |

**SELECTION**

**JOB REQUIREMENTS MATRIX**

A Job Requirements Matrix has been conducted for the position of Recruitment Coordinator in order to determine the KSAOs needed to perform this job properly (Refer to Exhibit #1). The KSAOs found for this position are as follows in order of importance:

* Organization Skills
* Marketing/Networking Skills
* Administration Abilities
* Computer Knowledge
* Delegation Skills
* Planning Abilities
* Supervision Abilities
* Analyzation Skills

**SELECTION PROCESS**

After the KSAOs have been identified, the company can then determine how to test for the KSOAs needed by an applicant in this position. Mason Behavioral Corrections (MBC) will be using non-compensatory decision making by utilizing the multiple hurdles cut score approach so that an applicants can be cut from the application process at each step along the way.

Therefore, the multiple hurdles approach will be used because it is highly beneficial to the company as it prevents false-positive errors. The only negative aspect of using this approach is that is can be costly and time consuming.

The process will be as follows:

1. Application Blank
2. Reference Check
3. Behavioral Interviewing
4. Work Sample
5. Banding To Make A Decision

**SELECTION TESTS**

*Application Blank (Training and Experience Evaluations)*

In order to determine a candidate’s credentials, the first step should be to have the candidate fill out an application to establish their past training and experience (Refer to Exhibit #2) in order to determine if they meet the minimum requirements for the position. If the candidate receives at least the minimum of 10 points from the total 16 possible points, they should be invited to come in for an interview with a hiring manager. If they do not possess the minimum requirements, they should be discarded from the applicant pool at this point in time.

This will be a cheap and effective way to determine if the candidate possesses the minimum requirements needed (determined by the job analysis) in order to perform this job properly to see if they should move along in the selection process. The validity of an application blank can range from r = .10 to r = .20. This is believed to be due to the fact that people falsely advertise themselves. For this reason, it is important to verify all possible information provided on the application.

*Reference Check*

The references which are listed on the application blank (or any given resume) should be contacted in this step. At least four references should be listed on the application and each should be contacted. When using a structured reference check, the validity is r = .25. Therefore, when checking references, the employer must follow the reference check questionnaire provided (Refer to Exhibit #3) and have the applicant sign a sheet for each reference prior to conducting the reference check.

If any time the information given by the reference does not coincide with the information provided by the applicant, the applicant should be discarded from the applicant pool. If the applicant does not falsify information and receives at least an average of 15 points per reference (out of the 20 possible points per reference) which makes them a good candidate, they should proceed to the next step in the selection process.

*Behavioral Interviewing*

The next step is a structured behavioral interview which is based on the job analysis, will be asked of each candidate, the answers will be numerically evaluated, there will be a detailed rating scale and notes will be taken by the hiring manager (Refer to Exhibit #4). This method will be cheap for MBC and yet effective in finding good candidates to proceed to the next step in the selection process.

The reason we will be using a structured interview versus a non-structured interview is because the validity for a structured interview is much higher at r = .31 versus r = .23 for an un-structured interview. (The closer r is to 1, the higher the validity of the test). The interview will also be situational based (r = .35) rather than experience based (r = .28) since the validity for a situational based interview is much higher. This will also be done as individual interviews (r = .31) rather than as a panel interview (r = .22) since the validity is higher for individual interviews.

Questions number 1, 2 and 4 are aimed at determining the candidate’s organizational skills while questions number 3 and 6 are aimed at determining a candidate’s marketing and sales skills and question number 5 is aimed at a candidate’s supervision and people skills. If a candidate is scored with a 1 or 2 at any time, they will be eliminated from the applicant pool immediately.

If the applicant receives lower than 20 points or less, they should be discarded from the applicant pool at this time. If the candidate receives a score of at least 21 points on the Behavioral Interview, which makes them a good candidate, they should then be directed to the next step.

*Work Sample*

The next step is a work sample which will be very important in determineing if the applicant has the necessary KSAOs to perform the job efficiently. The validity of a work sample in some cases can be as high as r = .54. Therefore, it has a high degree of predicting job performance because it actually puts the applicant into real situations to determine how they will handle them.

Some advantages of a work sample test include that fact that they are widely accepted by applicants, they have a low adverse impact and it gives the applicant an idea of what a typical day on the job might be like. One disadvantage of a work sample test is that that it may be expensive to utilize.

A work sample test (Refer to Exhibit #5) should be used for those KSAOs which are highly imperative to perform this job effectively. It will assess four skill sets of the applicant which are necessary to perform the job effectively:

* Organization
* Marketing/Networking
* Administration
* Computer Knowledge

An applicant must meet the minimum criteria (bolded answers under the scoring key) in order to move to the next step in the selection process. They must also accumulate at least the minimum of 17 points of total 23 possible points to move along to the next phase in the selection process. If they do not meet the minimum requirements for all imperative KSAOs and meet the minimum score, they should be dropped from the applicant pool at this time.

**MAKING A DECISION**

At this point in the process, many of the applicants have been weeded out and there should hopefully be no more than 5 applicants remaining. In order to determine which applicant is most qualified, the hiring manager must add up the raw scores of all the tests combined (Refer to Exhibit #6).

Banding will be used; meaning a band of 4 points will be assessed to the highest score which will allow for a band of scores to be considered for the position. This will lessen the possibility of adverse impact and give a greater chance of an applicant who is under a protected class to be considered for the position.

For example, say you come up with the example Raw Score Data Sheet given in Part B of Exhibit #6. Since candidate number 5 is not a protected class and we are searching for acandidate who is under a certain protected class, we would most likely consider candidate #3 as the most qualified candidate since they are within the band and they are the candidate under a protected class with the highest score of those who fall under this category.

**BUDGET**

Determining the budget for the selection process will not exactly be easy as it will be very involved and time consuming. The selection process for the hiring manager involves contacting applicants, interviewing applicants, checking references and providing work samples to potential employees. It is estimated that the hiring manager will take at least two weeks of work to find the right candidate to fill this position. The starting salary of a hiring manager is $18 per hour which equates to roughly $1,440 minimum in expenses to fill the position ($18 per/hour \* 8 hours a day \* 5 days a week \* 2 weeks). However this process may take longer than two weeks, the hiring manager may have a higher pay rate than $18 per hour and therefore the costs may be higher than expected.

**APPLICATION BLANK**

**(Training and Experience Evaluation**

**& Scoring Key)**

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone Number \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Current Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Position Applying For** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*Mason Behavioral Corrections (MBC) is an equal opportunity employer. This application will not be used for limiting or excluding any applicant from consideration for employment on any prohibited basis. Applicants who require reasonable accommodation during the application process should notify an HR representative of MBC.*

Availability

Would you prefer F/T or P/T work? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What Hours are you available to work? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Can you work weekends? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Can you work overtime? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If hired, what day can you start working? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What is your desired starting salary? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Education

|  |  |  |  |
| --- | --- | --- | --- |
| *Degree* | *Institution* | *Date Received* | *GPA* |
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Additional Comments:

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Experience

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Previous Employer* | *Supervisor* | *Position* | *Dates Employed* | *Contact Number* |
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|  |  |  |  |  |

How many years of professional experience do you have in Human Resources? Circle One.

> 1 Year

1-2 Years

3-4 Years

5-6 Years

7+ Years

Additional Comments:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Computer Proficiency

How proficient are you with computers? Please choose one.

1. I do not know anything about computers

2. I know the basics of computers (ex: I can turn on a computer)

3. I am somewhat familiar with computers and programs (ex: Word, PowerPoint, Excel, etc…)

4. I can maneuver computers easily (ex: Search the internet, download programs, etc…)

5. I am very good with computers (ex: I can use advanced programs and understand how computers function

6. I can do almost anything with computers without any help

Additional Comments:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

References (Please list at least 4)

1. First and Last Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Number \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Years Acquainted/Relationship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. First and Last Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Number \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Years Acquainted/Relationship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. First and Last Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Years Acquainted/Relationship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Contact Number \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Years Acquainted/Relationship \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*“I certify that all the information submitted by me on this application is true and complete, and I understand that is any false information, omissions, or misrepresentations are discovered, my application may be rejected and, if I am employed, my employment may be terminated at any time.”*

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Scoring Key**

**\*Bolded items are the sought levels\***

Education

No Degree 0

High School Degree 1

Associates Degree 2

Associates Degree in HR 3

Bachelors Degree 4

**Bachelors Degree in HR 5**

Masters Degree or Above 6

Experience

> 1 Year 0

**1-2 Years 1**

3-4 Years 2

5-6 Years 3

7+ Years 4

Computer Proficiency

1 I do not know anything about computers

2 I know the basics of computers (ex: I can turn on a computer)

3 I am somewhat familiar with computers and programs (ex: Word, PowerPoint, Excel, etc…)

**4 I can maneuver computers easily (ex: Search the internet, download programs, etc…)**

5 I am very good with computers (ex: I can use advanced programs and understand how computers function

6 I can do almost anything with computers without any help

**Total Score \_\_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_\_16\_\_\_\_\_ Total Points Possible**

**Minimum Score Needed To Proceed In Selection Process = 10**

**REFERENCE CHECK AND SCORE KEY**

**TO BE COMPLETED BY APPLICANT**

Print Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

*“I have filed an application with Mason Behavioral Corrections (MBC). I request and authorize you to release all information requested below concerning my employment record, reason for leaving your company, or my education. I hereby release my personal references, my former employers and schools, and all individuals connected therewith, from all liability for any damage whatsoever for furnishing this information.”*

Signature \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**School Reference**

Institution \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dates Attended\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Degree Awarded \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Employment Reference**

Company \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position Held \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Dates Employed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Supervisor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Reason for Leaving \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**TO BE COMPLETED BY EMPLOYER OR SCHOOL**

Your Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Relationship To Applicant \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is the above information correct? \_\_\_\_\_\_ Yes \_\_\_\_\_\_ No

If not, please provide accurate information: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please Check One for Each Category:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Excellent** | **Good** | **Fair** | **Poor** | **Comments** |
| **Attitude** |  |  |  |  |  |
| **Quality of Work** |  |  |  |  |  |
| **Cooperation** |  |  |  |  |  |
| **Attendance** |  |  |  |  |  |
| **Organization** |  |  |  |  |  |

Would you recommend the applicant for employment? \_\_\_\_\_\_ Yes \_\_\_\_\_\_ No

Additional Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Signature of Employer or School Representative \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**SCORE KEY TO BE COMPLETED BY HIRING MANAGER**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Excellent** | **Good** | **Fair** | **Poor** | **Comments** |
| **Attitude** | 4 | 3 | 2 | 1 |  |
| **Quality of Work** | 4 | 3 | 2 | 1 |  |
| **Cooperation** | 4 | 3 | 2 | 1 |  |
| **Attendance** | 4 | 3 | 2 | 1 |  |
| **Organization** | 4 | 3 | 2 | 1 |  |

**Points Received \_\_\_\_\_\_\_\_\_\_\_ / \_\_\_\_20\_\_\_\_\_\_ Total Possible Points**

*19-20 Exceptional Candidate*

*17-18 Great Candidate*

***15-16 Good Candidate***

*10-14 Average Candidate*

*< 10 Poor Candidate*

**BEHAVIORAL INTERVIEWING QUESTIONS AND SCORE KEY**

Name of Applicant \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Interview \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please score the candidate on each question asked and answered. The bolded answers are the answer in which we are seeking out in a candidate.

1. Give me an example of a time when you set a goal and were able to meet or achieve it.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. No example given
2. Does not directly answer the question
3. Somewhat answers the question or seems to have limited skills in the area
4. **Gives a legitimate example and provides good logic**
5. Give an exceptional example
6. How do you decide what gets top priority when scheduling your time?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. No example given
2. Does not directly answer the question
3. Somewhat answers the question or seems to have limited skills in the area
4. **Gives a legitimate example and provides good logic**
5. Give an exceptional example
6. Tell me about a time when you had to use your skills to influence someone’s opinion.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. No example given
2. Does not directly answer the question
3. **Somewhat answers the question or seems to have limited skills in the area**
4. Gives a legitimate example and provides good logic
5. Give an exceptional example
6. Tell me about a time when you had too many things to do and you were required to prioritize your tasks.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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1. No example given
2. Does not directly answer the question
3. Somewhat answers the question or seems to have limited skills in the area
4. **Gives a legitimate example and provides good logic**
5. Give an exceptional example
6. Have you handled a difficult situation with a co-worker? How?
7. No example given
8. Does not directly answer the question
9. **Somewhat answers the question or seems to have limited skills in the area**
10. Gives a legitimate example and provides good logic
11. Give an exceptional example
12. How would you go about selling an unwanted item of yours?
13. No example given
14. Does not directly answer the question
15. **Somewhat answers the question or seems to have limited skills in the area**
16. Gives a legitimate example and provides good logic
17. Give an exceptional example

Total Points Possible \_\_\_\_\_\_30*\_\_\_\_\_\_\_*

**Total Points Received*****\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* / 30**

*29-30 Exceptional Candidate*

*25-28 Great Candidate*

***21-24 Good Candidate***

*18-20 Average Candidate*

*< 18 Poor Candidate*

**WORK SAMPLE AND SCORE KEY**

Applicant Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Work Sample \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Organization Skills**

It is Monday and you have to schedule interviews for a clinical manager. You have a list of individuals who need to set up interviews by this upcoming Thursday. You check the managers’ schedule and they are open from 10am to 3pm with a lunch break from 12:30pm to 1:30pm on Thursday. There are 6 individuals who need to be scheduled by Thursday and most take between 30-45 minutes; however, some can take more or less time. Please explain how you would schedule these individuals to see the clinical manager by Thursday.

**Marketing/Networking Skills**

You have been approached by your manager and she has informed you that their applicant pool for clinical interns is very low. You know that these positions are very time-consuming and unpaid which makes them very unattractive to applicants. Please explain how you would go about marketing this position to nearby universities and colleges to boost the applicant pool of interns.

**Administration Abilities**

In order to transfer a call, you must first pick up the phone and answer. Say “Hello this is \_\_\_\_\_\_\_\_\_\_\_\_ with the HR department of Mason Behavioral Corrections. How can I be of assistance to you today?” If the call needs to be transferred, please press the transfer button and then type in the extension of the party they wish to be transferred to.

You will now get a mock call from a patient who needs to speak with your manager. Please direct their call to extension number 4891.

**Computer Knowledge**

For this position, it is critical that you have moderate computer skills. Please create a very short memo (using Microsoft Word) for the CEO of the company describing to them what you are doing to market the intern positions stated above in the marketing section and describe in detail how you expect the applicant to increase and why.

Please then create a very simple budget in Microsoft Excel for these marketing tactics (you do not need real numbers, we are looking at your computer skills here rather than your marketing knowledge as before) and send both as an attachment of an email to MockCEOMemo@MBC.org using Microsoft Outlook.

**Score Key for Work Sample**

Applicant Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Work Sample \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Organization**

1 Was unable to schedule all applicants by Thursday

2 Scheduled applicants with flaws (ex: did not allot enough time for individuals)

3 Was able to get all applicants in with just enough time (ex: only 45 minutes allotted per individual)

**4 Was able to schedule all individuals with ample time in between interviews**

5 Came up with an innovative way to get all individuals in with ample time

Total Points for Organization \_\_\_\_\_\_\_\_\_\_\_

**Marketing/Networking**

1 Did not come up with any ideas on how to market the positions

2 Only came up with basic ideas on marketing the position and canvassing for interns

**3 Was able to come up with ideas that made the position sound appealing and knew how to market to the proper possible applicants**

4 Came up with ideas on how to market to the proper possible applicants and made the intern positions sound extremely exciting

5 Came up with innovative ways to get people excited about the position and marketed to more than the expected crowd in a way that makes sense

Total Points for Marketing/Networking \_\_\_\_\_\_\_\_\_\_\_

**Administration**

1 Applicant was unable to transfer call

**2 Applicant was able to transfer call**

1Applicant did not greet the patient with the proper greeting and was rude, scattered or forgot

**2 Applicant greeted the patient in the proper manner with an average amount of enthusiasm**

3 Applicant greet the patient in the proper manner with immense enthusiasm

Total Points for Administration \_\_\_\_\_\_\_\_\_\_\_

**Computer Knowledge**

1 Applicant was unable to create a memo

**2 Applicant created a very generic memo**

3 Applicant created an original and creative memo

1Applicant was unable to maneuver Excel

**2 Applicant was able to create a generic budget sheet**

3 Applicant created an original and creative budget sheet

1Applicant was unable to send the email

**2 Applicant was able to send the email using Microsoft Outlook**

Total Points for Computer Knowledge \_\_\_\_\_\_\_\_\_\_\_

**Total Points Received \_\_\_\_\_\_\_\_\_\_ / \_\_\_\_\_23\_\_\_\_ Points Possible**

*22-23 Exceptional Candidate*

*20-21 Great Candidate*

***19-17 Good Candidate (Minimum Requirement To Perform Job = 17)***

*14-16 Average Candidate*

*< 14 Poor Candidate*

**RAW SCORES DATA SHEET**

**PART A**

Position Being Filled \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Candidate 1 | Candidate 2 | Candidate 3 | Candidate 4 | Candidate 5 |
| Application Score (16 Possible Points) |  |  |  |  |  |
| Reference Check (20 Possible Points) |  |  |  |  |  |
| Behavioral Interview (30 Possible Points) |  |  |  |  |  |
| Work Sample (23 Possible Points) |  |  |  |  |  |
| **Total Points** |  |  |  |  |  |
| Total Possible Points | 89 | 89 | 89 | 89 | 89 |

Highest Score \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Band (4 Points) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Candidate 1 | Candidate 2 | Candidate 3 | Candidate 4 | Candidate 5 |
| Eligible |  |  |  |  |  |
| Protected Class |  |  |  |  |  |

**PART B**

**EXAMPLE**

Position Being Filled \_\_\_\_\_\_Recruitment Coordinator\_\_\_\_\_

Date \_\_\_\_\_\_\_13 December 2009\_\_\_\_\_\_\_

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Candidate 1 | Candidate 2 | Candidate 3 | Candidate 4 | Candidate 5 |
| Application Score (16 Possible Points) | 11 | 10 | 14 | 10 | 11 |
| Reference Check (20 Possible Points) | 17 | 15 | 15 | 18 | 18 |
| Behavioral Interview (30 Possible Points) | 22 | 21 | 26 | 23 | 25 |
| Work Sample (23 Possible Points) | 19 | 17 | 17 | 18 | 19 |
| **Total Points** | 69 | 63 | 72 | 69 | 73 |
| Total Possible Points | 89 | 89 | 89 | 89 | 89 |

Highest Score \_\_\_\_\_\_\_\_\_\_73\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Band (4 Points) \_\_\_\_\_\_\_\_69-73\_\_\_\_\_\_\_\_\_\_\_\_

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Candidate 1 | Candidate 2 | Candidate 3 | Candidate 4 | Candidate 5 |
| Eligible | No | No | Yes | Yes | Yes |
| Protected Class | Yes | No | Yes | Yes | No |

While candidate number 5 has the highest score, candidates should be considered equally as they are within the band and are also listed under a protected class.

**CITATIONS**

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