

Good Hiring Practices

compiled by

Fort Huachuca CPAC



Good Hiring Practices



- **Validate Job Description; identify knowledge, skills, and abilities (KSAs) required and provide skills screened for by RESUMIX, DEU, or career programs; review resumes and referral lists.**
- **Use a selection panel to recommend top-quality applicants to selecting official.**
- **If you decide to interview applicants, interview all of your top candidates (interview one/interview all).**
- **Contact past supervisors; contact applicant's current supervisor if permitted and only after contacting past supervisors.**
- **Consult with your CPAC Specialist.**



Good Hiring Practices



- **The Merit System Principles [5 U.S.C. § 2301(b)] and Prohibited Personnel Practices [5 U.S.C. § 2302(b)] which impact hiring and employment are highlighted on the following slides.**
- **Effective Interview Techniques are addressed and the Uniform Guidelines on Employee Selection Procedures are also attached.**
- **REMEMBER...contacting past supervisors normally gets you the most relevant information on an applicant. When in doubt, please consult with your CPAC Specialist.**



Merit Principles



- 1. Recruit from all segments of society; select and advance based on knowledge, skills and abilities; provide for fair and open competition.**
- 2. Treat employees and applicants fairly and equitably without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition.**
- 3. Provide equal pay for equal work.**
- 4. Maintain high standards of integrity, conduct, and concern for the public interest.**
- 5. Use the federal work force efficiently and effectively.**



Merit Principles

(continued)



6. Retain employees on the basis of performance; inadequate performance should be corrected; separate employees who cannot or will not meet performance standards.
7. Provide education and training to improve organizational and individual performance.
8. Protect employees from arbitrary action, personal favoritism, or political coercion; prohibit employees from interfering with election or nomination process.
9. Protect employees from reprisal for lawful disclosure of information on violation of laws or mismanagement, gross waste of funds, or substantial and specific danger to public safety.



Prohibited Personnel Practices



1. Discriminate against any employee or applicant on the basis of race, color, religion, sex, national origin, age, or handicapping condition.
2. Solicit or consider any employment recommendation unless it is an evaluation of work performance, ability, aptitude, or general qualifications or an evaluation of character or loyalty.
3. Coerce political activity from any employee.
4. Deceive or obstruct an individual from his or her right to compete for federal employment.
5. Influence a person to withdraw from competition.
6. Grant preference or advantage not authorized by law to any employee or applicant.



Prohibited Personnel Practices (continued)



- 7. Appoint, promote, or advance a relative in the same agency.**
- 8. Take a personnel action as a reprisal against employees who lawfully disclose information, exercise their appeal rights or refuse to engage in political activity.**
- 9. Retaliate against an employee or applicant for filing an appeal.**
- 10. Discriminate on basis of non-performance related conduct.**
- 11. Take any action which violates the merit system principles.**
- 12. Knowingly violate veterans' preference requirements.**



Effective Interview Techniques



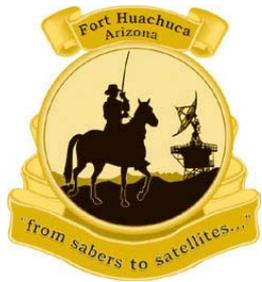
- **Review candidate's application before the interview to identify possible gaps, inconsistencies, or areas for clarification.**
- **Arrange an interview location free of distractions.**
- **Be businesslike, polite and pleasant but not too solicitous.**
- **Set the candidate at ease before getting to the heart of the interview.**
- **Use short, clear questions; be practical rather than theoretical.**
- **Use active listening skills.**



Effective Interview Techniques (continued)



- **Allow each candidate about the same amount of interview time.**
- **Stick to interview questions or checklist and keep notes.**
- **Don't make any employment commitments.**
- **Encourage questions about the organization.**
- **Consider providing all candidates an organizational tour or briefing.**
- **Tell applicants when you'll make a decision and who will contact them.**

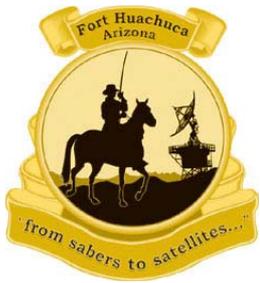


Effective Interview Techniques (continued)



Comply with the Uniform Guidelines on Employee Selection Procedures and **avoid** pitfalls like:

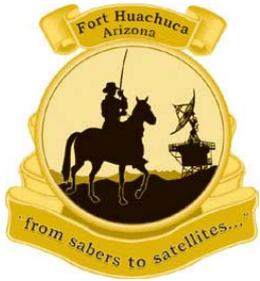
- administering a performance test;
- asking about the employee's personal life or appearance;
- asking about union activities or membership;
- asking "trick" questions;
- being argumentative, rude, sexist or discriminatory;
- leading the candidate to believe he was selected;
- divulging confidential information;
- asking about child care arrangements or "commitment."



Uniform Guidelines on Employee Selection Procedures



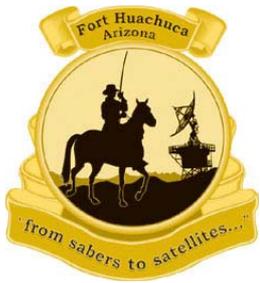
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
<p>Age</p>	<p>Any questions which tend to identify applicants between 40-64 years of age is illegal. Example: “Do you remember the 1940 election?”</p>	<p>There is no legal question you can ask regarding this subject.</p>



Uniform Guidelines on Employee Selection Procedures



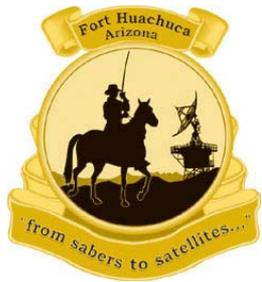
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
Citizenship	Any of the following questions cannot be asked: Are you a citizen of the US? Are your parents/spouse US citizens? Are you/spouse/parent native born or naturalized?	There is no legal questions you can ask regarding this subject.



Uniform Guidelines on Employee Selection Procedures



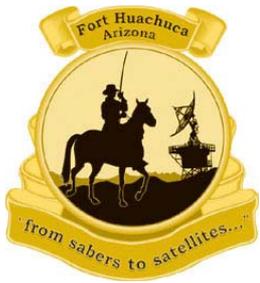
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
National Origin	Any of the following questions cannot be asked: What is your national origin? What language is spoken in your home? What is your native language?	There is no legal question you can ask regarding this subject.
Race Color	You may not ask any question that directly or indirectly relates to race or color.	There is no legal question you can ask regarding this subject.



Uniform Guidelines on Employee Selection Procedures



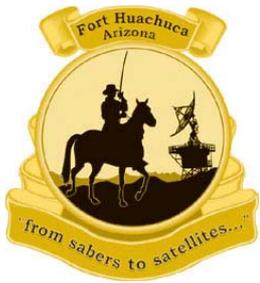
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
Religion	The following questions cannot be asked: What church do you attend? What religious holidays do you observe?	There is no legal question you can ask regarding this subject.



Uniform Guidelines on Employee Selection Procedures



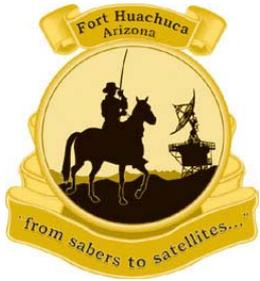
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
<p data-bbox="388 508 475 554">Sex</p>	<p data-bbox="720 508 1180 1186">You may not ask any question which inquires as to one's gender. For example: What are your plans regarding children in the future? Do you mind a male/female supervisor? Can you work with a group of men/women?</p>	<p data-bbox="1267 508 1746 682">There is no legal question you can ask regarding this subject.</p>



Uniform Guidelines on Employee Selection Procedures



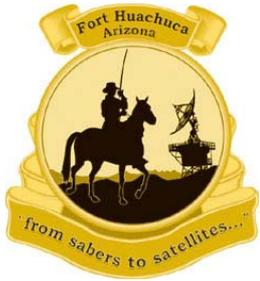
<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
<p data-bbox="280 614 637 735">Martial/Family Status</p>	<p data-bbox="734 535 1197 1220">Any of the following questions cannot be asked: Are you married? Divorced? Widowed? With whom do you live? Do your children live with you? What ages are your children? Is your spouse in the military?</p>	<p data-bbox="1246 535 1729 714">There is no legal question you can ask regarding this subject.</p>



Uniform Guidelines on Employee Selection Procedures



<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
Education	You may not ask questions that specifically ask the nationality, racial or religious affiliation of a school, the candidate's education level in general, if not related to the job being filled.	You may ask questions concerning a candidate's academic, vocation, or professional education as long as it pertains to KSA's related to the position being filled.



Uniform Guidelines on Employee Selection Procedures



<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
Participation In Certain Activities	Do not ask the following questions: “Do you plan to take savings bonds/contribute to the CFC/join the United States Army Association (USAA)”?	There is no legal question you can ask regarding this subject.



Uniform Guidelines on Employee Selection Procedures



<u>Subject</u>	<u>Illegal</u>	<u>Legal if Job Related</u>
MISCELLANEOUS	You should not ask any question that is not job related or necessary for determining a candidate's possession of required Knowledge, Skills and Abilities.	You may notify the candidate that statements, mis-statements or omissions of significant facts may be cause for nonselection.



Questions?

**If not, let's stay
out of the
bind.**

