

InterviewCreator.com

# THE COMPLETE GUIDE TO EFFECTIVE HIRING:

Updated for 2008

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## Module 1: Introduction to Effective Hiring.

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Anyone who has been in business for any length of time understands the value of hiring the right people to work each area of your company. The time spent advertising job vacancies and setting up interviews, eats up time that is better spent managing your business.

Then there is the time spent interviewing candidates and considering which one to hire. These activities do not result in immediate profits, and therefore are not the best use of your time. Every time a new employee is hired, even more valuable business time is spent training the individual to learn the position. In some high turnover industries, before you even completely finish training the new employee they've quit and you have to start the process all over again!

Employee retention is important to every business, as it costs much less money to retain productive employees than it does to find, hire, and train new ones on a regular basis. Hiring the correct employees to fill each position is the first way to reduce your employee turnover. Hiring the correct person from the beginning will save yourself a lot of time, effort, and expense in the long run.

This guide will help you get on track to effective hiring, which starts before there is even a job opening in your company.

## Module 2: Job Position Analysis:

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Proper methodical research will result in more successful hiring.

First of all, whom will you go to if you want to know what the job entails? Use the knowledge of the supervisor/manager, as they know best what that position demands.

### **Job Analysis**

First of all, consider these points, as successful job analysis requires both planning and preparation, both of which begin with:

- Proper understanding the position and what it entails.
- Knowing the specific technical and competency skills the job needs
- Judging the relative importance of each competency/skill
- Describing those skills in objective, behavioral terms

In our form section, you can use a sample job analysis form, which can be used directly or be used as a template for your own one.

This form allows you define the various technical, competency, environmental and motivational factors required for this position.

### Module 3: How to write an online Job Description?

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**It is important to properly construct your job description to give out the relevant information to viewers and to make them want to apply for the job.**

#### **A Tough Job!**

An online job description can help you locate the best candidate. However it can be a tough task writing down all your needs into a few sentences.

There are three important categories in a job description:

- Purpose: Not what they do, but why they are there, the reason the job was created.
- Key Responsibilities: What you are paying them to accomplish.
- Typical Activities: Those things they are expected to do in order to accomplish these responsibilities.

#### **The Job Description:**

First on the job description, list the title of the position you are seeking. This will get the people who are interested in that career field to read the whole ad. Also include the address of the company.

Make sure to use part of the job description to highlight the core benefit of working for your company to attract the high quality job seekers out there.

Let them know clearly why they would like working for your company. Is your company poised to grow tremendously in the near future? Do you have a particularly friendly workplace environment? Is your company well known for its great fringe benefit employee package? Such information can attract your viewers' attention and get them reading more.

#### **Responsibilities**

Next, explain the most important job duties and responsibilities in the job description. Here you need to state the particular qualities you are looking for in your future employee. Give details on the behavioral competencies you are looking for in the right candidate, in addition to the technical skills required to succeed at the job.

### **Educational Qualifications**

You also need to list the basic education level required on the job description, for example a high school diploma or a bachelor's degree in accounting. You can use a preferred keyword in your job requirement section to explain what you are looking for, yet not reject other candidates who may be right for the job even without that particular knowledge or quality.

### **Special Requirements**

If there are any special requirements such as a valid driver's license or an online portfolio, write that down. Also if you require flexible working hours and weekend work, you should add that to the job description.

In addition, list your contact information such as email address and phone number.

The details in your online job description will depend on the type of position you are looking to fill. If you are looking for a computer scientist you can focus on the technical knowledge required. If you are looking for a salesperson, you can focus more on communication skills.

### **Don't be boring...and sound human**

If you sound excited in your job description, it can get the candidate excited about the job also. Remember that you have to advertise your job to make it sell. Just as a candidate writing a resume is looking to sell themselves, so should your job description be looking to sell the job at hand?

### **Don't forget keywords**

For online job descriptions it is especially important to use lots of keywords. Since your ad will reside in a database, when a viewer searches for a related job term your ad should show up. So make sure it is keyword-related.

### **Review it**

Before you submit your job description have people in your company review it, so that they can spot if you missed any relevant information. Then submit your online job description and watch the resumes pile in.

## Module 4: Recruitment Advertising

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When there is a job opening within your company, you know that you are likely to advertise the opening. Recruitment advertising should not only be thought of as a means of promoting job vacancies, however. When you list your job openings on an online job bank, or in a newspaper classifieds section, you are also promoting your business.

Your posting needs to work in harmony with the mission of your business and reflect positively upon your organization. It's amazing how many job postings are very poorly written, with misspelled words and grammar problems. Whether you believe it or not, a job posting reflects the business's reputation, and a poorly written description may deter the best applicants from even applying for the position.

### **Establishing Business Image**

All businesses should have some sort of "branding" associated with them. Branding is how the business represents its unique character and the purpose of the company. It is the promise of quality, the products and services offered and what makes them great, or better than the competition. Branding is the image that comes to mind when an organization's name is mentioned. It combines words, symbols, and colors to create the image in consumer's minds.

When you are advertising your recruitment needs, the advertisement needs to work with your company brand. It is what helps employees and potential employees of your business recognize the business in a certain way- the way you intend them to see your company.

When you are recruiting for a job opening within your company, you can take the opportunity not only to find potential applicants for the position but also to help reinforce the "brand" of your company. As people see your job advertisements, they will be presented with more information about your company. If the advertisement is well written, you not only will attract top quality applicants, but also let others see the kind of company you are running based on how you advertise to potential employees. It is an opportunity to improve the perception of the company.

To ensure that your recruitment advertising is able to conquer these two purposes, you'll want to have professionals working on the wording. Several departments need to be included. Obviously, human resources professionals should be involved to ensure the advertisement includes everything necessary pertaining to the job opening. Equally important is your company's advertising or marketing team. They should take the document created by the human resources department, and work with it to create the branding.

### *Contents of Advertisement Based on Target Market*

Studies show that when people are actively job-hunting, the contents of the recruitment advertisements are what make them consider the job opening. In the UK, a survey conducted by PricewaterhouseCoopers Executive Search and Selection in 2004 found that 78% would request more information about a job opening based on the attractiveness of the role described, and 73% would request information if the salary fell within the range they were looking for. Location also played an important role, with 46% of individuals saying if the job opening was in a desirable location, they would request more information about it.

This demonstrates the importance of having a clearly described, attractive sounding recruitment advertisement. Your job postings should never be tossed together last minute. The study also proves the importance of including a salary range with your job posting- even if you do not wish to disclose the actual salary, you should at least include a range that includes the salary figure. For example, you could indicate within your job description: salary between \$45,000 and \$65,000 annually, based upon experience.

The job description needs to be written with the understanding of the market. This means words are selected that are attractive to the type of people who are likely to be reading your announcement. You want to weave the words of your recruitment advertisement to demonstrate to your potential applicants how well the job opening will fit into their career goals.

Is the position likely to target Generation X? Generation X is typically the term used to describe people born between the years 1960 and 1980. This target market of individuals are interested in careers that enable them to balance work and personal lives with ease, and still have opportunity to move up the corporate ladder. If you feel your prime applicants fall within the Generation X group, your job description should try to cater to this group and explain how your organization helps people balance the work-life issues.

As with any kind of business advertising, you will want to have an advertising copywriter or business handle the writing of your recruitment advertising. If they don't write it from scratch, you at least want them involved. They will be able to take your information and put an advertising "spin" on it. They can help your potential job applicants see why your current employees like their job, why they stay with the company, and what the company can offer them as individuals.

All recruitment advertising should include key information, including:

*Job Opening Title.* Our society is somewhat obsessed with titles. They let your job candidates

know the level of importance of the job position. It also helps them understand their role in the company.

*Primary Responsibilities.* This is the section of the job advertisement that explains what the person in the position is responsible for doing on a daily basis. This is also where you can include a set of desired skills, experience or education. The wording of this section is the way in which a good advertisement encourages qualified applicants to respond while deterring nonqualified applicants.

*Location.* As the study in 1999 indicated, location is an important consideration for job seekers. Robert Half International's research has shown that over 81% of job seekers will not even respond to a recruitment advertisement that doesn't indicate the location of the position!

*Business name.* While this may seem obvious, there are many companies who prefer to leave their company name out of a recruitment advertisement. This occurs for a variety of reasons. Often, the company just wants to avoid receiving phone calls regarding the job opening, particularly if they are using a recruitment firm to handle their inquiries. Sometimes a business leaves their name out of the job advertisement because they have received bad press.

In some cases, a business will opt to remain anonymous because the person who is currently working in the position does not know that their position will be ending and that they will be replaced. If none of these situations apply to your business situation, you should always include your organization in the advertisement. Robert Half International found that over 13% of job seekers avoid applying for positions that do not disclose the company name.

### **Layout of Recruitment Advertisements**

The most important information should always be included at the top of your advertisement. Your business name, the job opening title, the salary, the location. The reason for this is because most job seekers are scanning classifieds and online job banks by job title. Once they find one that is a potential match, they scan for location, business and salary. Having this information right up front helps qualified applicants who are interested find you faster, and prevents accidentally missing the posting.

Once you've provided this information, you follow it with the description and key information. It's a good idea to start with a few bulleted points that can be highlighted, whenever there is something unique about the position- and then follow it by the longer, more detailed description. Include a list of required skills, experiences, and education of your applicants. Below is a sample job advertisement:

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## ***Action Accounting***

### **Administrative Assistant**

*Salary Wage: \$24,500 Annually*

Based in Brooklyn, New York

Local company looking for administrative assistant/receptionist. Applicant must have good phone voice, computer experience using Microsoft Office and general office skills. There is no relocation package offered for this position.

#### **Summary of Position:**

Primarily responsible for providing administrative/operations assistance, in a computerized environment, to accounting skills, as needed. The duties of the position may include but are not limited to: answering phones, researching and responding to inquiries; documenting customer comments in Access database; providing information in all areas of accounting; word processing; assisting efforts in the areas of planning and marketing (including design and creation of Excel spreadsheets); scheduling appointments; report design; clerical support and reception for professional office; other jobs as assigned. Promptness, dependability and flexibility in work hours are essential as occasional (rare) early morning, evening or weekend work may be necessary.

#### **Areas of Responsibility:**

Answers phones and assists customers with information concerning their accounts, appointments and other information as needed

#### **Experience/Education Required:**

Applicants should have associates degree or 2-4 years administrative/secretarial experience. Must be intermediate level in the following programs: Microsoft Access, Word, and Excel. Experience with multi-line phone system desired.

#### **Action Accounting Service Philosophy:**

Action Accounting strives to provide prompt, reliable and courteous service to all callers and clients, with the goal of having every caller's questions answered in a timely and pleasant manner to ensure all are satisfied customers.

#### **Legal Concerns**

When creating the contents of your recruitment advertisement, you want to be sure you don't require a specific gender or background requirement of your applicants. In most countries, you cannot specify a specific age range for a position either; with the exception of stating that applicants must not be minors in the event of odd hours or dangerous machinery.

In an effort to establish branding while remaining within legal constraints, you may want to

include information about your organizations equal opportunity policies. Many companies will include a paragraph or short summary statement that indicates your policy of equal opportunity. You may also indicate any diversity initiatives within your organization to encourage minorities to apply, and still be within legal constraints.

### **Internet Recruitment Advertising**

There are many websites that cater to job seekers and employers looking to fill job openings. Often, you are not limited to the size of your advertisements. You can accept applicants via email links from within your recruitment advertisement. You can include a link to your company website for potential applicants to learn more about your company's policies, products, and mission.

The Internet is fast becoming the main place for job seekers to search out new means of employment. If your position requires computer knowledge, you will reach your targeted applicants by posting your job openings on an online job bank site. Job seekers can easily search for positions on these sites, meaning your job titles are even more important when posting online.

For most job openings, the Internet should be part of an integrated advertising campaign. Traditional classified advertising and other means should also be used in combination with Internet recruitment advertisements to ensure you reach everyone in your target market.

#### *Internet Recruiting: Employer Advantages*

Posting job openings online tends to be less expensive than more traditional means. Newspapers can charge anywhere from a couple hundred dollars to a thousand or more for a half page advertisement in the classifieds section! Online advertisements tend to be much less expensive, and you even get the option for double exposure. If an online Internet recruitment site is charging per word or line, you can advertise your job opening with a job title, your business name and a link to your own company site with a full description of the job. This way, you will find applicants from people searching on the job website, as well as people who go directly to your business site to see about career opportunities.

Internet recruiting also provides a way to track the success of your advertisement. Most online job websites provide reporting features that allow you to see how many people have viewed your advertisement, the keywords they searched upon in order to find it, and how many people have applied.

#### *Internet Recruiting: Job Seeker Advantages*

As stated previously, one of the main advantages of online job searching is the ability to search by keyword phrases having to do with the positions you are looking for. Some websites allow you to narrow your search by salary range, job titles, level of experience.

Job seekers can sign up for new job notifications delivered via email. Whenever a job is posted

that falls within their expertise, an email is sent to the job seeker who can then apply for the position at the click of a button! It reduces the amount of time an individual must spend actively searching for a position, so there is more time to apply for them.

**Promoting from Within:**

Of course, you don't want to overlook the possibility of promoting an existing employee into your vacant position. Perhaps someone is ready to move up in your company, and by promoting from within, you are going to benefit in many ways. The employee already knows the business culture, and has background knowledge of the company, which will save valuable training time. You'll increase your employees morale by giving people the opportunity to promote into higher paid positions with more responsibility. It's also easier to replace the lower positions in a company than it is to find new employees to fill positions that require more knowledge or experience.

*Final Details Regarding Recruitment Advertising*

One of the most surprising issues involving recruitment advertising is the number of companies who do not take the time to reply to their applicants. A company's branding may indicate that customers are the primary focus of their organization, and yet most of these companies do not even acknowledge receipt of applicants!

As you go through your incoming applicants, you'll want to keep a list of those who do not meet your qualifications. While you will not interview these individuals, you should still take the time to send each a letter. Let them know you received their application and while they did not meet your requirements, you will keep them in mind for future openings.

## Module 5: Online virus Newspaper?

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There are several important differences between an online job ad and a newspaper job ad.

You can use both media sources to find the right employees for your company. The amount of budget you allocate for each will depend on what type of position you are looking to fill. Here are some of the main differences between publishing a newspaper ad and publishing an online ad.

### **Interactive**

An online job ad gives you the ability to be more interactive with viewers. You can post links to your company's websites for people who are interested to explore.

### **Submit online**

An online application can allow viewers to submit online rather than sending by mail. They may even be able to upload their resume. By giving a link to your email address, they can directly send in their resume as soon as they read your ad. For an online job ad you will have to provide details on how to submit resumes, for example through an online site form or by email. Also include if you have any other requirements such as a cover letter or a portfolio.

### **Instant response**

An online job ad provides more interactivity to viewers who can apply online immediately and have their resume and application delivered in seconds. With newspaper job ads they might have to spend the time to mail in their application. This extra time can lead the candidate to forget or move on to another job application.

### **A growing market**

Online job search is increasing whereas employment advertising in newspaper readers is gradually declining. Therefore you can target more and more job seekers with your ad, at less cost.

### **Last longer?**

Also online job ads usually last for a longer time than newspaper job ads. While newspaper ads may show up on only one edition, a job posting on many career websites will stay in their

database and be available to view for several weeks.

### **More economical**

In most cases, posting a job online is much cheaper than sending an ad to a newspaper. Thus you can save a lot of money from your recruitment budget by using online advertising. Also many job posting sites may give you a greater space to post your ads. This means you can describe the job in detail and give out information on your company. Many print ads will charge per word, which can make it very constraining. Many job sites will also allow you to modify your job description while it is active.

### **Make changes as you proceed**

Newspaper job ads can take several days from ordering the ad to the actual printing. Online job ads have the advantage of being published instantly after you submit a request. Thus you can modify the job description online on the basis of the response you are getting. Also if you have made a mistake, you can easily fix it.

### **Is this the future?**

Online recruitment is a rapidly growing area. While newspaper job ads are still popular, online ads have been gaining market share for recruitment. By joining the online recruitment drive; you can make sure that you are not losing valuable candidates to your rivals.

Online job ads will not completely replace newspaper advertisements. Newspapers command a wide readership, and some job seekers may use it as their sole job search method. However, since online ads are much cheaper, you can use them in conjunction with other recruitment methods.

## Module 6: How to Screen Interview Candidates?

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Screening candidates is one of the most important interviewing skills. It can be time-consuming and exasperating but it need not be.

Yes, screening job applicants can be frustrating. Yet the simple secret to efficient screening starts with specifying **clear job requirements**.

This involves writing the job description carefully and including all the associated duties. Separate the necessary skills from the helpful skills, the soft (interpersonal) skills from hard (job-related) skills.

Be clear, exact and very precise. Let no one be in any doubt of your requirements.

### Minimum requirements

In your ad or online posting, make sure the minimum requirements of the job and the salary range are clearly defined.

General job ads attract a broad range of candidates, many of which may or may not be qualified for the job you need done. That may seem like the right tactic, but it actually makes hiring much harder. The reality is, you'll end up with far fewer qualified applicants than you expect once you sift through all the untargeted resumes.

### Check references

Before you select your list of potential candidates, remember this: Desperate candidates may be willing to do desperate things to get hired. So check references now.

- ✓ Do the schools listed on the résumé really offer the degree the candidate claims to have?
- ✓ Do the schools really exist?
- ✓ Confirm some of the candidate's work history to further assess his suitability.

- ✓ Also look carefully at the condition of the candidate's resume. Is it dog-eared or riddled with spelling or grammatical errors? What does this tell you about him? Is he worth interviewing?

See our more detailed section on checking references and candidate's background later on in the guide.

#### **Perform background checks**

Another way to screen candidates at this stage is to conduct a brief background check. Such checks are now routine in many industries. If your new hire will handle your sensitive business functions, such as accounting and customer service, a professional background check may be in order. Again, if discrepancies emerge, you may need to consider the candidate's suitability.

#### **Screen over the phone**

Speaking with someone on the phone for a few minutes can be very revealing. Be sure to give the candidate an opportunity to make a good impression by scheduling a mutually convenient time to speak for 10 to 15 minutes.

During the telephone screening, ask for a brief description of their background, work experience, and hobbies. This should give you some idea whether or not the candidate can handle the basics of small talk, telephone etiquette, and basic communication. Use this opportunity to tell the candidate about your expectations for the position and to gauge the candidate's level of interest and suitability.

#### **Get your team together**

Once you've received the bulk of your responses, get the key members of your hiring team together and go over all the remaining resumes. Select the ones you now deem most suitable.

Now go back on the phone and start the screening process all over again. Briefly talk to each candidate over the phone about their skills and your company before you bring them in.

Yes, this can be time-consuming, but it's well worth it.

Also resist the idea to immediately schedule interviews with your top chosen candidates. Many people look good on paper but make a terrible phone impression.

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It brings you through the process in 5 easy steps and creates professional documentation for all your interviewing needs.

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## Module 7: Using your Web site to recruit staff!

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More and more of your competitors are developing the career and employment centers on their corporate Websites.

In fact, in the future, the career and employment section of your web site will be one of the most important parts of your recruiting drive to hire the best employees for your company.

Here are some questions to help you review the current status of the employment part of your career website:

Are there filled job positions still listed on your site?

The employment part of your Website should list the current job openings at your firm only. You should keep this updated as positions open and fill up. If people see a job opening dating back to 2006, it will put them off and they will go elsewhere, especially the brightest and best candidates.

Remember unlike job boards, these corporate sites list all current job openings -- as well as provide you the specific requirements of how you should respond to job postings. By going to these career centers you should respond to job postings. By going to these career centers your applicant should also be able to conduct employer research and gather all the vital job and career information he or she requires.

### **Is your site interactive?**

This is the great part of posting jobs online. Users have a **dynamic** and **interactive** environment to search and apply for jobs. If you just post your mailing address and ask candidates to just send in their resumes, it defeats the main purpose of an online career section. .

### **How do users send in their resumes?**

Some employers may simply provide a job application to submit. Others may require a resume. There should be an online resume submission form if you want resumes. The form can either let you cut and paste or upload an existing resume. Some employment sections even offer a resume builder application.

**Does your site provide a search function?**

For larger companies, this can allow visitors to search according to **their** needs, rather than go through all job postings. They can possibly search by keywords or job titles.

**Can visitors add their name to a database?**

Once the visitor leaves the employment part of your Website he will probably not have added it to his favorites where he can visit often. Therefore, by letting the applicant create an account, you can keep their information and resume in a database. Even if an applicant does not fit your current needs, you have a pool of employees to pick from when a position opens up in the future.

**Does it match the rest of the company site's look?**

Some paid services will create and link a career section to your company's Website. In such cases it can be helpful to have that section match the rest of your Website.

**Does your site make people want to sign up?**

Write **enticing** and complete job descriptions. Provide **all** the necessary information. If needed, you can direct the viewer to different sections of your Website if they are interested in a particular subject and want to know more about it. Make your attractive, interactive but above all easy to navigate.

Remember you are using your site to **sell your job**. Think of the employment part of your Website as an online brochure. So continue to make the site look attractive and professionally designed. Throw in some exciting remarks about the **benefits** of working at your company.

**Is it easy to navigate through the site?**

Can you reach the homepage and other places through a **simple click**? If a potential candidate gets lost, he may easily decide to give up and carry his job search to another website.... and company!

## Module 8: What to look for in a resume?

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### **The clues are in the resume!**

A resume gives you the first look at an applicant's skills and abilities. There are many things on a resume that can tell you a lot about the candidate. The resume length, style, presentation and substance all come together to form a picture of the candidate. Also, see our resume rating form in the form section of this guide.

### **The Presentation**

Important things to look for in a resume are the presentation and content. The presentation can be seen in the overall layout of the resume.

First of all, a resume should look like the candidate has put a lot of time and effort into building it. The document should be on a high quality paper and neatly printed.

### **Look Professional**

The resume should look professional and uncluttered. Is there adequate spacing used in the resume? Are the sections neatly divided? How has formatting such as bullets, bold and italic font and indentation been used? You should be able to easily navigate the resume to pick out the important information without having to read through the whole paper.

### **The Content**

The content is the most significant part of the resume. Look for any typing mistakes. A typing mistake could immediately suggest carelessness on the part of the candidate on this very important document.

Most resumes will contain an objectives section on top of the resume. This section can easily let you see what the applicant's goals are. There may also be a 'summary' section to give you an overview of the rest of the resume. You can use these sections to see if your objectives match the applicants.

Still reading....

If you are still reading the resume, that is a good sign. The writer has kept your interest by highlighting his best skills. The top part of the resume should contain the most vital information, decreasing in importance as you read down.

### **Education**

The resume may contain an 'educational experience' section. Does the applicant meet or exceed your minimum requirement? Additionally, look for any honors or awards listed here.

### **Job Experience**

Job experience is the most important part of the resume for many employers. The most vital experience to look for would be job similar to the one you are offering. Look for the job duties completed in that previous jobs and see if they match your own. Also look for any major accomplishments at that job to see what the applicant can do for you. Details here are good, such as amount of cash handled or percentage of productivity increased.

### **Look for Action verbs!**

Take a look at the action verbs. Supervised, organized, managed, for example can sound great if you are looking to fill a managerial position. It can tell you the skills of the applicant through what he has done in the past. It can display skills such as decision making, initiative, time and money management, etc.

### **Special skills?**

An employee may also add special skills at the bottom of the resume. For example some people list multiple languages if they are fluent in them. If you need the additional skills, that can be a point in favor of that particular candidate.

The content of the resume should present skills and knowledge that the employee can put to use at his new job. Unnecessary information and rambling sentences can be a negative on a resume. The resume should be relevant to the job at hand and should contain short concise sentences.

### **What about the overall impression?**

The overall impression you get is very important. Does the resume stand out from the rest? Does the resume present a complete picture and impart information on the person's skills, abilities, and strengths?

You should be able to locate the main keywords and skills at first glance. The layout should be well organized. If you are like most recruiters you will not spend a great deal of time on each and every resume. You should not have to search the resume and try to figure out yourself what the applicant's objectives and career goals are.

## Module 9: Mistakes to Avoid When Recruiting

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When employers are in a rush to fill an open position, mistakes are often made that are costly both financially and time wise. Hiring employees who are not qualified for a position often results in additional time and expense for training.

Additionally, employees who are not qualified ( or over qualified) will often quit before they learn the position, leaving you with a vacant position and the need to start the hiring process all over again!

The most common mistake you'll want to avoid when recruiting is posting incomplete, non-descriptive advertisements. As stated earlier, in order to narrow down your choices, you really need to create an informative job-posting announcement to avoid interviewing applicants who should not have applied for the position in the first place.

Also, don't fall into the trap of looking for someone who has worked in the exact same position within a different company. While at first this may seem your safest bet for hiring a qualified employee, what you are doing is eliminating the potential to bring in a creative, fresh outlook to your business.

Interview candidates who have experience that is similar to the responsibilities required of your job vacancy. They can probably add a fresh set of eyes and bring great ideas to your company that you wouldn't have if you hired someone who has just left the same job in another organization.

Don't forget your existing employees when recruiting for new ones. Before advertising a job vacancy, consider promoting an employee into the position. If there is no one in the organization who could adequately fill the position, ask your employees for references of people who they feel would work well in the position.

If one of them turns out to be a good fit, consider paying a referral fee to the employee who made the recommendation.

## Module 10: Effective Interviewing-A Quick Overview!

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It's common for individuals who are searching for a job to prepare and even practice for an interview. But what most employers disregard is the power behind effectively preparing to conduct interviews.

Before sitting down for interviews, the person conducting the interview should have a list of well thought out questions to ask the applicant. It is also helpful to have a list of specific personality traits and mannerisms they're looking for during the interview.

There are a few other factors we should be aware of as well—human factors that we all can fall victim to, but which we can usually control if we are aware of them.

### **Leniency or Stringency**

This is a tendency to rate candidates too severely (so that none of them meet your exacting criteria) or being too easy on them.

### **Halo/Horn Effect**

If the candidate before the candidate you are interviewing was very good -- or very bad, this can radically influence your rating and perception of the candidate you are PRESENTLY interviewing. This is the 'halo effect'.

It's like having to give a speech in a wedding - just AFTER the best speaker in the room has spoken. Your speech may be very good but unfortunately people will tend to judge it subconsciously against what they have just heard. As an interviewer, try not to make this mistake.

Other examples are where attractive candidates are viewed more favourably than unattractive candidates; or tall candidates are seen as more proficient than short candidates.

### **Error of Central Tendency**

This is our tendency to give average marks to most candidates. Nobody wants to go out on a limb.

**Primacy-regency effect'**

Be aware of what psychologists call the 'Primacy-regency effect'. This is where most interviewers remember, what happens at the beginning and at the end of the interview, but tend to forget what happens in the middle. So give the candidate an even break by considering his entire 'performance'.

**Stereotyping**

A male who applies for what is predominantly considered a female position has to be twice as good to get the position.

*Personality Traits & Mannerisms*

- Enthusiasm & Energy level
- Confidence
- Appearance
- Level of preparedness- did applicant bring extra copies of resumes, a portfolio if appropriate to the position, letters of reference or paper to take notes? Do they have a lot of background knowledge of your company?
- What types of questions did the applicant ask regarding the job?
- Nonverbal behaviors

During the interviews, you'll want to provide the applicants with more information about the job to help them determine whether the position would be a good match for them as well. Sometimes the candidates you feel are the best match will later decide based on information learned at the interview that the position really is not for them. It is in your best interest to find

this out before making your hiring selection.

While it is not considered good interviewing etiquette for the applicant to ask how much the position pays, it should be brought up and discussed by the interviewer during interviews that seem to be going well.

If the salary is a fixed amount, one that is already budgeted for, you'll want to provide this information to the applicant since it will help rule out individuals who were in need of higher incomes or additional benefits from those that you can offer. Be sure to discuss health benefits in detail, any stock options or retirement plans, and paid time off programs during interviews that are going well, as these are all important factors to people who are looking for a new job.

There are also many topics that you, as the employer, should never ask your interview candidates. For example, you should not ask if the applicant has children or has plans to have children in the future.

You should never ask about the candidate's religious preference or age. What the applicant's sexual preference is, or whether or not he or she is married does not pertain to the individual's ability to perform their job functions and therefore should never be discussed during an interview.

After each applicant's interview, you should jot down some notes as to your impressions of the candidate. This will enable you to remember details about each applicant after you've conducted many interviews.

If you have a reason based on the interview not to hire a person, you should include this in your notes so that you do not need to spend any more time on that particular candidate.

## Module 11: All The Various Types Of Interviews:

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### Telephone Interviews

The telephone interview is the most common way to perform an initial screening interview. This helps the interviewer and the candidate get a general sense if they are mutually interested in pursuing a discussion beyond the first interview. This type of interviewing also saves time and money. They may be tape recorded for the review of other interviewers.

### Computer Interviews

The computer interview involves answering a series of multiple-choice questions for a potential job interview or simply for the submission of a resume. Some of these interviews are done through the telephone or by accessing a web site. One type is done with pushing the appropriate buttons on the telephone for the answer you are submitting. Wal-Mart uses this method for screening cashiers, stockers, and customer service representatives.

Another type of computer interview is provided by accessing a website while using a computer keyboard and a mouse. Some of the questions on both of these types of interviews are related to ethics. As an example, "If you see a fellow co-worker take a candy bar and eat it, do you a. Confront co-worker, b. Tell the supervisor, c. Do nothing."

### Types of Interviews - Selection Interviews

In contrast to screening interviews, you can use the more traditional hiring or selection interviews. These hiring interviews are two-way streets where the candidate will also interview the employer for job suitability. Most of these interviews take place in an office setting in one of several formats such as: **one-on-one interviews**.

### One-on-One Interviews

This is the traditional interview in which candidates meet with employers in person, one-on-one. Each candidate is given a somewhat unique interview. It can be loosely structured. Both the candidate and employer usually walk away from this interview with a sense of whether or not the fit is right. [\( If you want to hire the right person try asking these questions\)](#)

### Serial interviews

Serial interviews occur when candidates are passed from one interviewer to another interviewer throughout the course of a day.

No decision is made until the final interview has taken place and all the interviewers have had a chance to discuss each other's interview. As a candidate, you have only one chance to make the right first impression.

### **Sequential Interviews**

In sequential interviews, the candidate meets with one or more interviewers on a one-on-one basis. This is done over the course of several days, weeks or even months. Each interview is supposed to move a candidate progressively towards learning more details about the position, the company, and hopefully, an offer.

### **Panel Interviews**

In a panel interview, the candidate appears before a committee or panel of interviewers. This type of interview is usually done for time and scheduling efficiency to accommodate the panel. Candidates are evaluated on interpersonal skills, qualifications, and their ability to think on their feet. This type of interview can be intimidating for a candidate.

### **Group Interviews**

In a group interview, a company interviews a group of candidates for the same position all at the same time. This type of interview gives the company a sense of a candidate's leadership potential and style. The interviewer wants to view what tools of persuasion the candidate uses. Does the candidate use argumentation and careful reasoning or does the candidate divide and conquer. An interviewer may call on the candidate to discuss an issue with the other candidates, solve a problem collectively, or discuss the candidate's qualifications in front of other candidates.

This type of interview can be overwhelming for a candidate. The candidate needs to understand the dynamics the interviewer establishes and determine the rules of the game. He needs to avoid overt power conflicts, as they make the candidate look uncooperative and immature. The interviewee needs to treat other candidates with respect while exerting influence over them. Simultaneously, he needs to keep his eyes on the interviewer so that he does not miss important cues.

### **Situation or Performance Interview**

In situation or performance interviews, candidates may be asked to role play one of the job functions. This is done to assess specific skills. Candidates can be given a specific, hypothetical situation or problem. They are asked how they would handle it or to describe a potential solution.

This can prove to be difficult if the interviewer does not provide enough information in order for the candidate to recommend a solution or a course of action. This type of interview is used to select candidates for a job opening for Customer Service Representative in a department or discount store.

#### **Audition Interview**

Audition interviews work well for positions in which companies want to see a candidate in action before they make a hiring decision.

Interviewers may take the candidate through a simulation or brief exercise in order to evaluate the candidate's skills. This allows a candidate to demonstrate his/her abilities in interactive ways that are familiar to the candidate. The simulations and exercises should give a candidate a simplified sense of what the applied for position requires. This type of interview works well for job openings for computer programmers, trainers, welders, and mechanics.

#### **Stress Interview**

A stress interview is generally intended to put the candidate under stress and assess their reactions under pressure or in difficult situations.

A candidate may be held in the waiting room for an hour before the interviewer greets her. The candidate may face long silences or cold stares. The interviewer may openly challenge the interviewee's beliefs or judgment. They may ask the candidate to perform an impossible task on the fly, such as, convincing the interviewer to exchange shoes with the candidate. Insults, rudeness and miscommunication are very common. All of this is supposed to be designed to see whether or not the candidate has what it takes to withstand the company culture, the company's clients or any other possible stress.

#### **Behavioral Interview**

The majority of companies are increasingly using the **behavioral interview**. This uses a candidate's previous behavior to indicate their future performance.

Depending on the responsibilities of the position and the working conditions, a candidate may be asked to describe a situation that required problem solving skills, adaptability, leadership, conflict resolution, multi-tasking, initiative or stress management. The interviewer wants to know how the candidate handled these types of situations.

There are several types of behavioral interviews.

- **Structured interview** with layered questions: skilled interviewers commonly use this. They ask a series of behavioral questions and non-behavioral questions. The questions often overlap and are designed to gather information about each of the major employer concerns.

- **Informal interview:** This type is casual and relaxed. It is intended to get the candidate talking and too friendly. The candidate may reveal more information than they might otherwise. As you know, too much information, too soon, can eliminate you from the candidate pool.
- **Reverse Role interview:** In this type of interview, the interviewer is unprepared, short on time, hurried, distracted, or very simply, unskilled at appropriate questions to determine if a candidate can perform successfully in the position.
- **Assessment Instruments/Testing:** Various types of tests are used to determine if a candidate is a good fit for the company. These types of testing may be used. Personality inventories assess personality types. Aptitude inventories assess aptitudes in certain skill areas. Interest inventories assess interests in various occupational categories. Combination instruments can be a combination of any of these.
- **Combination interview:** This type of interview combines two or more types of interviews. This could occur within the same interview, on subsequent interviews or both.

We will look at behavioral interviewing in more detail later on in this guide.

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## Other Types Of Interviews

### Tag-Team Interview

The **tag-team interview** is often attractive to companies that rely heavily on team cooperation. A candidate may be expecting to meet one-on-one with an interviewer, but find themselves in a room with several other people. Employers want to gain the insights of various people when interviewing candidates. They want to know if a candidate's skills balance the needs of the company and whether or not the candidate can get along with other workers.

### Mealtime and Follow-up Interviews

Several additional interview styles help employers and job candidates determine whether they are a good match.

### Mealtime Interviews

The **mealtime interview** is used to determine what a candidate is like in a social setting. But, interviewing over a meal can be a candidate's worst nightmare or challenge. The interviewers

want to not only know how you handle a fork but how you treat your host, any guests and the serving staff. A candidate must take cues from the interviewer and always remember she is the guest. These tips will help you with mealtime interviews.

- Do not sit down until the host does.
- Always order something less extravagant than the interviewer.
- Choose manageable food items, if possible.
- If the interviewer wants to talk business, please do so.
- But if the interviewer and/or guests want to discuss upcoming travel plans or their families, do not, under any circumstance, launch a business discussion.
- Remember ordinary manners: thank the host for the meal and their time.

## Module 12: The Important Art Of Probing

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The skill of been able to draw information from others is critical for successful interviewing.

When you probe, you:

- Get others participating in order to produce a response
- Your probing skills should help people open up and present their information as clearly as possible.
- Strong listening skills are essential. Since probes are most useful when part of a sequence, you have to listen carefully to the interviewee's response.

There are five major techniques to probe other people.

One of the most powerful ways of probing is to ask an open question, such as:

- “Can you elaborate that with more detail?”
- “Can you tell me about a specific example of that?”

But to overuse this ‘open ended question’ technique can lead the interviewee to feel they are under interrogation.

The second technique is to ask a mirroring question. For example, the interviewee has just said,

“What I really want is a more demanding role on the organization,”

and you could reply by mirroring the key phrase back to them,

“Demanding?”

The mirror technique usually provides you with an expanded answer without you appearing to ask more questions. It signifies your intent to understand the sender's thoughts properly. It is best used in conjunction with a pause, our next technique.

The third technique that is the very effective in probing is the ‘ on-purpose pause ‘ method. Stop talking. Let the other person speak; let them fill the silence.

A fourth technique is to paraphrasing what has been said. This is particularly useful to make certain you are clear about what the individual has said.

You can use this technique to demonstrate that you want to be certain you clearly have understood what has just been said.

The final technique is the ‘summing up’ question. Here you will sum up your understanding of what has been said and what the position now is.

## Module 13: Behavioral Interviewing In More Detail

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Here's a vital fact: Using behavioral interviewing can increase your rate of successful hiring significantly.

In fact, the study by Janz, Hellervik, & Gilmore of Notre Dame pointed out that behavioral interviewing is said to be 55 percent predictive of future on-the-job behavior, while traditional interviewing is only 10 percent predictive. Many other validation studies have borne out the success of this approach, using an array of different positions including insurance salespeople, educators, law enforcement personnel, and others.

### **In a nutshell:**

Behavior-based interviewing is an approach that looks at past behavior as the best predictor of future performance. And it makes common sense!

A behavioral interview is a structured interview that is created after a thorough analysis of the job skills needed for that job.

The competencies are then selected that define the knowledge, skills, and traits, which must be assessed during the interview process. This leads to generating interview questions designed to identify the presence of these competencies.

The goal of the interview process is to predict future job performance based on examples of previous specific behaviors, which illustrate the desired competencies through tactful probing. The interviewers are looking for behaviors in situations similar to those that will be encountered in the new job. By relating a candidate's answers to specific past experiences, you'll develop much more reliable indicators of how the individual will most likely act in the future.

Behavioral questions ensure more genuine spontaneity than traditional questions since candidates can't practice as easily for them in advance.

### **Purpose of Behavioral Interviewing**

A proper behavioral interviewing procedure ensures that the selection process is:

- Objective

- Consistent and transparent
- Based on the competencies and proficiency level of the job
- A good predictor of performance

Past behavior in past situations will more accurately indicate a candidate's attitudes and behaviors. A person can have the knowledge and the competencies to do the job, but they may not have the desire to do it.

The behavior-based interview incorporates structured questions on the candidate's past behavior in situations similar to those that will be encountered in the new position. It goes beyond determining whether a person can do the job. It better determines if a person will do a good job: how it will be done and to what extent.

The behavior-based approach to interviewing has, as mentioned above, an accuracy rating of around 55 percent.

The end result of a behavioral interview will be a better match between the employee and the job, lower turnover and greater job performance and satisfaction for the employee.

This process provides a safe approach to conducting legal interviews because it is based strictly on performance. Candidates also feel the process is fair and equitable.

Some examples of behavior type questions:

- Tell me about a situation where you had to solve a specific type of problem.
- Tell me about a time where you had to make a difficult ethical decision.
- Can you recall an instance where you had to be the leader of a team?
- Can you describe one decision that you regret? What did you learn from the experience?

#### **Traditional versus Behavioral Interviewing**

Instead of asking "What would you do if ..."

one should ask,

"Tell me about a time when you....."

You want to find out how people **ACTUALLY** behave rather than their promise of how they will behave. Remember: Just because people can give good answers and sound impressive -- it doesn't mean they can DO what they SAY.

Let's take a very simple example.

You're interviewing Mary for the position of company receptionist.  
The interview starts as normal ...and you are using the same old, traditional questions.

What is your experience, Mary?  
Why do you want to work here?  
What do you know about our company?  
Mary, what do you like to do in your spare time?

Good Questions and bad Questions. These questions aren't bad in themselves. They will definitely help you to find out more about Mary. But they are severely limited, as they can lead to very standard and well-rehearsed responses from your interviewee.

Look, at this stage even the dogs in the street would have a good idea what questions you are going to ask - and with practice, could give you great answers!

So even if Mary answers well - what does it really mean? Is she really good? Or.... is she just good at answering the same old questions that EVERY interviewer asks?  
You see, at the end of all these questions, you still have very little REAL information about how Mary would behave in real-life situations. But there is another approach.... Behavioral interviewing

Instead of the same old traditional questions, well-crafted behavioral-based questions can give you a much more accurate 'printout' of a candidate's true character and ability.

Remember again, behavioral-based interviewing is highly effective because it examines the past behavior of a job candidate, which is considered the most accurate indicator of future behavior.

Here's how it works:

Let's say that you want to find out more about, say Mary's skills of diplomacy. How would she deal with people?

In the past, you might have asked, 'would you say you are very diplomatic with people?

'Yes, I am'.

Full stop.

Look, you have asked her a close-ended question leading to a similar response.

However, a behavioral-based question might be:

'Mary, have you ever felt irritated or frustrated while dealing with a customer? How did you respond when customers became demanding beyond an acceptable level?'

Do you see the difference?

The 'behavior-based question' questions how she behaved in the past in very specific situations relating to diplomacy.

It allows the candidate to give you a fuller answer - and it gives you a more accurate and truer picture of the candidate. You see how the candidate reacted in the past and that is always the best predictor of future performance.

#### **How to use this approach in your interviewing?**

You should always define the behavioral competencies you are looking for in the right employee to fill your position.

This way you will be more focused when recruiting. Once you know the behavioral competencies you want, you can then structure your interview questions to learn more about the interviewee and watch how your success rate in picking the right person will improve and improve.

#### **An Example Of A Behavioral Trait**

##### **Willingness to Confront Opposition –**

The person who measures high on this trait is willing to confront situations/people in order to achieve their goals. This person can present their point of view in normal and especially in conflict related situations with ease and without embarrassment or apology.

They are not understanding of others who infringe on their territory. The person who measures low tends to avoid conflict and to be lenient of other people's "pushiness".

They prefer to ignore infringements on their patch rather than risk offending others.

Individuals who are strong in this trait tend to take leadership roles. Individuals with weak 'willingness to confront opposition' tend to avoid positions of leadership.

Examples of behavioral questions to use to test for this trait.

### Use ic online

In the past the main problem in using behavioral interviews was the lack of available experts or professional crafted interview questions to create interviews.

This has now been solved by the presence in the market of a number of products, which contain professionally designed behavioral interview questions.

One of the leading products in this field is Interview Creator Online, which has a database of over 3,000 questions/ behaviors. The questions in that bank are behavior-based, and each has a corresponding evaluation guide, which helps interviewers ask useful follow-up questions and determine the quality of answers. It also lets you print out professional interview guides and forms for use in the interview.

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It brings you through the process in 5 easy steps and creates professional documentation for all your interviewing needs.

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## Module 14: Real Evidence For Behavioral Interviewing

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Below you will find information on published research on behavior-based interviews:

- Orpen, 1985

This study analyzed the validity of a behavior-based interviewing process and a traditional interview process.

Results showed the behavior-based interview ratings to correlate more highly with performance measures than the traditional process did. This suggests that behavior-based interviews successfully predict performance better than a traditional process.

- Green, Alter, & Carr, 1993

This study examined the validity of a behavior-based interview process. Results showed that interviewers' ratings positively correlated with job performance. This shows that behavior-based interviews help predict "who will be high performers based on the interview ratings."

- Pulakos & Schmitt, 1995

This study compared the validity of past-experience interviews and situational interviews. The past-experience interview ratings correlated more highly with performance ratings than the situational interview ratings did.

This suggests that behavior-based interviews predict a candidate's future performance better than situational interviews do.

Evidence Of Applying Behavioral Interviews To Real Organizations.

### **Following implementation of a behavior-based selection process at a "Big 4" accounting firm**

- First year turnover for campus hires dropped from 24% to 17%.
- Fewer second-round interviews resulted in time/cost savings.
- Estimated savings of over \$2 million per year.

### **Following implementation of a behavior-based selection system at a call center:**

- Staff turnover was reduced by a third, from 45% to 30%, over a twelve-month period.
- Recruitment costs were cut by more than \$430,000.
- The number of employees who had been with the organization for over a year increased by 12%.

### **Following implementation of behavior-based selection at a medical facility:**

- Patient satisfaction scores went from the 80th percentiles to the 99th percentile.
- Avoidable turnover declined by five percent.
- One of three health care organizations named to Fortune's "100 Best Companies to Work For."

## Module 15: Behavioral Interviewing FAQ

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### **We can train employees with these competencies?**

This belief depends on the competency. Time management, valuing diversity, and better communication skills can probably be trained or least improved upon. Other competencies, like honesty or decisiveness, are impossible to train. And even for other competencies, wouldn't hiring for it plus training for it be more effective?

### **We don't have the expertise to create these questions in-house?**

This was a strong argument a few years ago but today this skill is more widely available from consultants who can provide this service or you can use a number of powerful online services like [Interview Creator Online](#) or behavioral interviews online.

You can get a free trial for one these, Interview Creator Online [by clicking here](#)

### **Interviews will be too long if we interview for competencies**

Yes, this will add time to the interviewing process but since behavioral interviewing is said to be 55 percent predictive of future on-the-job behavior, while traditional interviewing is only 10 percent predictive (Janz, Hellervik, & Gilmore of Notre Dame), it is surely worth the effort. Added to that will be the accumulated effect of the infusion of these new competencies across the range of the new hires on the organization as a whole.

### **Very soon the questions we ask will leak out?**

Yews, it is possible that the questions can leak out into the pool of interview candidates; however, by using an online system, you can have multiple questions per core competency, and choose and edit them on a job-by-job basis, then it would take an excessive amount of preparation to plan for all of them.

But also, keep in mind that in behavioral interviews, it is difficult to lie constantly. It is tricky to convey a believable series of lies that can withstand the probing of a well-conducted and created behavioral interview.

### **Is it worth the effort?**

Today, it is just as easy to create a successful behavioral based interview, as it is to create a traditional interview.

Remember core competencies help an organization achieve its strategic goals. Hiring people strong in those competencies should further advance the organization towards those goals.

**What about candidates who have been taught how to pass behavioral type interviews?**

Yes, many businesses offer course which help interviewees do better in behavioral type interviews.

Basically they are told to practice giving reasoned, comprehensive examples of their successes in competencies likely to be important for this position.

They are trained to briefly describe the situation, what specific action you took to have an effect on the situation, and the positive result or outcome.

The competencies they should train for can often be found from the job description or by investigating the organization by speaking to people who already work there.

So as an interviewer using behavioral type interviews- how can you compensate for these well-prepared candidates. Are their stories just well prepared fabrications?

Well, firstly it is not a bad thing that a candidate is preparing for an interview. It shows a level of commitment and determination. We just need a way to find out those who are fabricating their past behaviors. How do we minimize deception?

Firstly, ask more specific questions. The more blurred the question is, the larger the variety of potential responses you might get, which allows interviewee more room to deceive or exaggerate. Available databases of behavioral questions allow you choose better-crafted and more precise questions.

Example.

*Tell me about how you have recently handled a difficult customer?*

But a more detailed question and harder to prepare for would be

*Tell me about a customer who refused to pay his bill. How did you handle the situation?*

Secondly, use the probing questions skills you learnt about previously in this guide. These allow you to obtain more information from the candidate in relation to this competency.

Examples would be.

1. How did you calm the customer down?
2. How did you isolate the reason for the customer not paying?

3. Which parts of that task were the hardest?

4. What did you learn from this experience?

Fabricating throughout the initial and the probing questions convincingly will be difficult, for many reasons. First, it is harder to fabricate or exaggerate about a web of interweaved details than it is to lie about a simple story.

Second, if the interviewee hasn't done it, how would they know the right things to do in relation to this specific question? Thirdly, even an inexperienced interviewer would find it relatively easy to see the interviewees are tripping up themselves in the details.

So in conclusion, the answer is not to try and outmaneuver the liar, but to carry out the interview more efficiently in the first place.

### **7 DAY'S FREE TRIAL TO INTERVIEW CREATOR ONLINE!**

The advent of Interview Creator made it possible for organizations of all sizes to economically create professional insightful Behavioral Interviews for any position in their organization.

It brings you through the process in 5 easy steps and creates professional documentation for all your interviewing needs.

**So Take Advantage Of a Special Full 7 Free Trial By [Clicking Here](#)**

## **Module 16: Interview Questions you must NEVER ask!**

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### **What is an illegal Question?**

Illegal interview questions refer to those questions asked during an interview that may be used to discriminate against an interviewee. It is important to be aware of what questions are illegal before you start an interview.

In most cases, personal questions not related to job performance can be illegal interview questions, as they can be used to discriminate on the basis of a person's age, place of origin, birth place, etc.

If a candidate does not answer any illegal interview questions, you should not hold it against him, because it is his right.

And remember: The act of asking these questions is not illegal. But to reject someone on the basis of the answers provided is illegal. It could expose you to a possible lawsuit if the applicant is rejected and feels that it was due to that issue.

### **Personal Questions**

#### **Relatives Marital Status**

Example:

Unlawful Inquiries: Whether the applicant is married, divorced, separated, engaged, widowed, etc. "What is your marital status?", if over 18 "What is the name of relative/spouse/children?", "With whom do you reside?", "Do you live with your parents?", "How old are your children?"

Lawful Inquiries: "What are the names of relatives already employed by the company or a competitor?", other than that specific question, NONE.

#### **Pregnancy**

Example:

Unlawful Inquiries: All questions relating to pregnancy and medical history concerning pregnancy. "Do you plan on having more children?"

Lawful Inquiries: Inquiries to duration of stay on a job or anticipated absences which are made to males and females alike. "Do you foresee any long term absences in the future?"

**Residence**

Example:

Unlawful Inquiries: Names or relationship of persons with whom applicant resides. Whether applicant owns or rents a home. "Do you live in town?"

Lawful Inquiries: Inquiries about address to the extent needed to facilitate contacting the applicant. (A post office box is a valid address.) "Will you have problems getting to work at 9am?" is also legal.

**Physical Health**

Example:

Unlawful Inquiries: Over general questions ("Do you have any handicaps?") which would tend to divulge handicaps or health conditions which do not relate reasonably to fitness to perform the job. "What caused your handicap?", "What is the prognosis of your handicap?", Have you ever had any serious illness?", "Do you have any physical disabilities?"

Lawful Inquiries: "Can you lift 40 lbs?", "Do you need any special accommodations to perform the job you've applied for?", "How many days did you miss from work (or school) in the past year?" The questions have to relate to the job.

**Family**

Example:

Unlawful Inquiries: Questions concerning spouse, or spouse's employment, salary, child care, arrangements, or dependents. "How will your husband feel about the amount of time you will be traveling if you get this job?", "What kind of childcare arrangements have you made?"

Lawful Inquiries: Whether applicant can meet specified work schedules or has activities or commitments that may prevent him or her from meeting attendance requirements. "Can you work overtime?", "Is there any reason why you can't be on the job at 7:30 am?"

**Sex**

Example:

Unlawful Inquiries: Any inquiry. "Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?" or ANY inquiry as to sex such as "Do you have the capacity to reproduce?", "What are your plans to have children in the future?"

Lawful Inquiries: None

**Education**

Example:

Unlawful Inquiries: Any question asking specifically the nationality, racial or religious affiliation of a school.

Lawful Inquiries: All questions related to academic, vocational or professional education of an applicant, including the names of the schools attended, degrees/diplomas received, dates of graduation and courses of study.

**Arrests & Convictions****Example:**

Unlawful Inquiries: All inquiries relating to arrests. "Have you ever been arrested?" (Note: Arrests are NOT the same as convictions. An innocent person can be arrested, remember.)

Lawful Inquiries: None relating to arrests. Legal inquiries about convictions are: "Have you ever been convicted of any crime? If so, when, where and disposition of case. "Have you ever been convicted under criminal law within the past five years (excluding minor traffic violations)?" It is permissible to inquire about convictions for acts of dishonesty or breach of trust. These relate to fitness to perform the particular job being applied for, as stipulated by FDIC requirements.

**Birthplace and religion**

Let's now look at some illegal interview questions. Inquiries into a person's birthplace are illegal. Also asking a person's religious affiliation is illegal, or asking about religious customs and ceremonies.

Example:

Unlawful Inquiries: Any question that directly or INDIRECTLY relates to a religion. "What religious holidays to you observe?", "What is your religious affiliation?"

Lawful Inquiries: None except "Can you work on Saturdays?", and that only if it relevant to the job.

#### **Disability**

If an individual's disability does not hinder job performance, it is not permissible to dismiss the person for that reason.

Age...height or weight

It is illegal to ask for age, but it is ok to ask for a confirmation of age after hiring. Illegal interview questions include asking about a person's height or weight. However you can ask if a person is able to lift a certain amount of weight necessary for job performance.

Example:

Unlawful Inquiries: Any questions that tends to identify applicants age 40 or older.

Lawful Inquiries: "Are you 18 years of age?", "If hired, can you furnish proof of age?"

#### **Race or color**

Asking about a person's race or color is also illegal. Exceptions hold for employment records for an equal opportunity employer and for affirmative action status, after hiring.

Example:

Unlawful Inquiries: Any question that directly OR INDIRECTLY relates to a race or color.

Lawful Inquiries: None

#### **Citizenship**

Example:

Unlawful Inquiries: Whether an applicant is a citizen. Requiring a birth certificate, naturalization or baptismal certificate. Any inquiry into citizenship would tend to divulge applicant's lineage, descent, etc.

\* "Are you a citizen of the US?"

- \* "Are your parents or spouse citizens of the US?"
- \* "On what dates did you , your parents or your spouse acquire US Citizenship?"
- \* "Are you, your parents or your spouse naturalized or native-born US citizens?"

Lawful Inquiries: Whether applicant is prevented from lawfully employed in this country because of visa or immigration requirements. Whether applicant can provide proof of citizenship (passport), visa, alien registration number after hiring. "If you are not a US citizen, do you have the legal right to remain permanently in the US?", "What is your visa status (if no to the previous question.)", Are you able to provide proof of employment eligibility upon hire?"

#### **National Origin/Ancestry**

Example:

Unlawful Inquiries: Everything. "What is your nationality?", "How did you acquire the ability to speak, read or write a foreign language?", "How did you acquire familiarity with a foreign country?", "What language is spoken in your home?", "What is your mother tongue?"

Lawful Inquiries: "What languages do you speak, read or write fluently". This is only legal when the inquiry is based on a job requirement.

And remember this.....

The questions do not necessarily have to be asked in a direct fashion to be illegal interview questions.

Some questions may be illegal based on the reason they were asked.

For example it is legal to ask if the applicant is fluent in another language if it is relevant to the job.

However it should not be asked if it is not relevant to the job and is used to gain information about a person's nationality or place of birth.

Avoiding illegal interview questions avoid the chances of a candidate being discriminated against. Also it can save you from possible lawsuits.

***This article applies to the USA. Most countries now hold similar laws but check for further details. If unsure, always seek professional legal advice***

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## **Module 16: 15 Secrets of Great interviewing!**

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Interviewing is the most important part of selecting the right candidate to work for you.

Here are some quick tips on how to interview successfully this week.

### **Interview Tip 1 - Don't Be Like Most Interviewers!**

Prepare well in advance for the interview.

Go over the all the employees' CV's and try not to be like most interviewers who make up their minds about a candidate in the first 4 to 5 minutes ---- and then spend the rest of the interview asking questions merely to confirm their initial assessment.

Try to keep an open mind. Remember most interviewees are very nervous at the beginning of the interview.

### **Interview Tip 2**

Dress professionally on the day of the interview. Your conduct will reflect on your company, and will leave an impression in the mind of the interviewee.

### **Interview Tip 3**

If the interviewee has some disability such as hearing problems or the use of a wheelchair, prepare appropriate accommodation before the interview.

### **Interview Tip 4**

At the start of the interview, introduce yourself to the candidate in a friendly manner. Make her feel at ease from the very start of the interview. And try to be aware of what is called the 'Primacy-regency effect'.

This is where most interviewers remember, what happens at the beginning and the end of the interview, but tend to forget what happens in the middle. Is that you?

### **Interview Tip 5**

Be fully informed about the needs of your company and the job responsibilities the person occupying that position will have. This way you will know what to look for when you are interviewing applicants.

### **Interview Tip 6**

Pay close attention to the interviewee's body language. Does he appear confident? Does he make good eye contact during the interview?

### **Interview Tip 7**

Listen carefully and attentively to what the interviewee is saying. Your listening skills can help you detect things you may otherwise miss. Does the candidate really believe what he is saying?

### **Interview Tip 8**

Are you aware of what career psychologists call the 'Halo Effect' - and how it might affect your judgment?

If the candidate before the candidate you are interviewing was very good -- or very bad, this can radically influence your rating and perception of the candidate you are presently interviewing. This is the 'halo effect'.

It's like having to give a speech in a wedding - just AFTER the best speaker in the room has spoken. Your speech may be very good but people will subconsciously judge it against what they have just heard. As an interviewer try to beware of this.

### **Interview Tip 9**

Tell the interviewee what she can expect from the job. Let her know what your company does and what her job responsibilities may be. Does she seem fazed or excited by this responsibility?

### **Interview Tip 10**

Find out about the candidate's goals or aims in life to make sure they are compatible with the goals of your company. This can also tell you whether the candidate will feel fulfilled and happy at his work environment.

**Interview Tip 11**

Ask open-ended, behavioral-based questions to get the candidate talking and reveal his or her true character.

Extensive research supports behavioral interviewing questions (i.e. using past performance as a reliable indicator of future performance) as the most effective interviewing technique available to evaluate suitable applicants - so use plenty of them

**Interview Tip 12**

Make sure the interviewee has all the necessary technical skills required. If something is not clear from his resume this is your only chance to get it clarified.

**Interview Tip 13**

Always ask about previous work experience. This can often be an excellent indicator of the applicant's future job performance. Also it can let you know if the employee has the skills that you need.

**Interview Tip 14**

Avoid making snap judgments on the candidate. Have an open mind throughout the interview.

**Interview Tip 15**

Be aware of illegal questions. This way you will be less likely to discriminate on the basis of such factors as age, etc.

## Module 17: How to Ask for a Candidate's Salary History?

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Asking for a candidate's salary history can often be a tricky situation.

However it is an important discussion for employers to have with candidates.

The question can be very informative for employers and can help them in the employee selection process. It can help you determine the candidate's career progression so you know where their next step should lie. Also you will know what the candidate's skills and abilities were worth to their previous employers.

The answer to this question can also help you avoid offering too much compensation and bonuses!

### **His Current Salary Expectations**

A discussion on the candidate's salary history can let you know his current salary expectations. You can compare your expectations with the candidate's to see where you meet.

Reduce the tension!

A salary history question can often get the candidate concerned and anxious. Often it is advisable to ask for the salary history during a conversation about the candidate's previous work experience. A question out of the blue can put the candidate on the defensive and leave him unsure whether to answer correctly or to provide an inflated salary amount.

### **Educational qualifications**

You should take into account any addition skills and education they may have gained after their previous employment time, such as an MBA, which can raise their worth.

Ask for their current salary

Rather than directly asking for the salary amount for previous jobs, you can also ask for their current salary expectations. This can help you determine their goals and whether they match with your expectations.

Many employers may shy away from discussing salary history, thinking it is an illegal or a taboo question. However a salary history discussion can help you see clearly where the candidate stands in his career path.

## Module 18: Checking Backgrounds & References

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It's important to note the differences between verifying an applicant's background and checking their references. When you are checking an individual's background, you are looking for details on previous employment, and education.

You may also learn about criminal records if they exist, as well as their personal credit history if it pertains to the position you are interviewing for. Typically this type of background checking must be performed by a special commercial company or human resources professional.

Verifying an applicants references allows you to get a look at an individual's personality as seen by others. Of course, applicants will choose people they feel will provide them with strong references, so you may want to take that into consideration.

You should always check an applicants references and backgrounds before hiring. Many individuals will stretch the truth on their resumes and even give misleading information during an interview, so it's in your best interest to do a little research before hiring.

In fact, even when an individual is completely honest about their experience and credentials, talking with someone else may bring up helpful information that the applicant didn't think to tell you.

It's important that you ask each job applicant to sign a release form that gives you permission to check the person's references. This is just a precaution, and without it, you are really only allowed to ask basic information of your applicants previous employers, such as dates of employment, pay rate and position.

A release form should state that you will be asking detailed questions of the applicants previous employees and references, and that signing of the form will prevent the applicant from later being able to sue you for any information you learn from the background check.

Perhaps this seems a little over the top, but in a society where everyone seems ready to sue, you are only covering your tracks for potential problems. See our letters section for an example of such a release letter.

When asking questions of your applicants previous employers, be sure to be specific. If the applicant was giving you detailed information during the interview about his or her contributions to a particular project, you should definitely discuss this with the previous employer. Ask them to describe what the employee contributed to the project, and see if it matches what you were told by the applicant during the interview.

Listen carefully to any information previous employers offer you about the applicant during your discussion. Sometimes they'll say something that is not necessarily negative, but also isn't a fully positive statement either.

Employers are often hesitant about providing negative information. If you are hearing comments that make you question whether or not the employer was happy with the performance of the applicant, simply ask them if they would hire the individual again. If they say no, you can bet you should move on to the next applicant!

When you are talking with references provided by an applicant, keep in mind that the applicant chose his or her own references. They are going to select people they feel will provide them with the best reference, so don't place a lot of weight on what a personal reference says about your applicants. You'll want to pay closer attention to previous employers and supervisors when making your decision.

## Module 19: Using Facebook in Reference Checks

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Increasingly employers admit to using social networking sites like Facebook, Myspace and Bebo together with search engines like yahoo and Google as tools in conducting reference checks in the employment process.

### **Why uses these Social sites!**

Why would employers bother using Google and Facebook to research potential applicants? Is it simply curiosity or is there real business justification? Many studies confirm the costs associated with the bad hiring decision. The cost of a turnover is estimated at twice the annual salary for particular position. The cost of a bad hire that stays with a company is even greater.

Companies also have an interest to limit "potential liability" associated with a poor hire. For example, hiring someone who runs a website espousing racist views or illegal activities can represent a huge potential liability to any company. So there are many reasons why a company may choose these avenues to research a potential candidate or conduct a reference check.

With the ever-increasing popularity of social networking sites and the omnipotent search engines like Google, personal information has never been easier to obtain. Recently, Facebook has opened up its site to search engines like Yahoo and Google. Despite the legal or moral concerns job seekers may have with employers using Google or Facebook to view their personal information and conduct employment reference checks, it would probably be wise for job seekers to be careful of what they post on the web.

Regardless of technology, established employment law still applies. In many countries, there is specific legislation against discriminatory hiring practices. In Canada, the Human Rights Act protects individuals from discriminatory hiring practices on the basis of religion, race, gender, marital status, disability, and the so on.

It is advisable for employers to be familiar with legislation in the jurisdiction and concepts like BFOR's etc. For example, a company should not bypass an applicant, because the search engine results reveal that this applicant has a religious website. If employers are considering incorporating the use of search engines and social network sites in their screening and selection process, then be consistent in application while abiding by all established employment law.

Consistency means that all applicants go through the same hiring process, that your policies should be applied consistently. For example if your company conducts criminal background checks as a condition of employment, then it should complete this step for all applicants not select ones because they look like a criminal. If employers have any concerns regarding their hiring policy it would be prudent to contact their Human Resources professional or labor lawyer.

Lastly, as mentioned above, the business decision to employ search engines and networking sites to research potential employees is driven primarily by cost avoidance. That is employers are motivated to avoid the potential cost and liabilities of a poor hire.

In this same logic, it would then also be important for employers to consider the impact on public perception and employee engagement in employing such policies. Since if employees and job seekers view using search engines and networking sites to research applicants as distasteful, then by doing so the employer would have defeated the purpose of the exercise.

## Module 20: Offering the Job to a Prospect

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Once you've gone over the resumes of your applicants, interviewed and checked background and references, it's time to make a decision about whom you would like to hire.

Unfortunately, it's not always as simple as just calling your first choice and telling them they've got the job. Now, it's your turn, as the employer, the prospective employees new boss, to sell the applicant on your job opening.

Chances are, your applicant has also been applying and interviewing for positions with other companies. They're going to need a little information to enable them to select the job that they feel will be in their best interests.

Probably by this point in the hiring process, you know whom your first choice is to fill the job opening. It's recommended however, that you select two or three others who would make good employees as well, and then call each of them in for a second (or third, depending on your process) interview.

This time, you will provide more information about your company, it's culture, and the working environment than you will spend focusing on your applicant and his or her responses to questions.

This would be a good time to share with the applicants your reasons for working for the company, or if you own the business, the reason you started it in the first place. Allow your applicants to get to know you a little, and they will get a good feel for whether or not they'll be comfortable working for you.

Give details about the salary for the position, as well as any other benefits that come with the job. This is a great time to discuss the company policy on evaluation and raises, as well as specifics about the positions hours and any other expectations of the position.

You should also spend time letting the applicant know about challenges that the company is facing, both as a whole and in regard to the applicants specific job position. Let them know how you think they would help you overcome these challenges, based on what you've learned from them in the previous interview.

If possible, allow your applicants the opportunity to meet with, and talk to the people who will become their co-workers. Give them a tour of the business facilities, and even show them where their workspace would be.

During the interview with your top choice, feel free to offer the position to them at the end of the meeting. Alternatively, you may want to wait a day and call your top selection for the position, so that they have had a chance to process everything they've learned about the company and the job opening.

If your first selection decides the job is not for them, thank the applicant for their time, wish them luck with their career and move on to your next selection.

Each time you call and offer the job to an applicant, be excited and sincere. Start the conversation by offering congratulations to the applicant for being chosen for the position. When an applicant accepts the position, follow your verbal job offer up with a formal letter on company letterhead.

Your job offer letter should state the specifics of the job offer, including start date, salary information, and employees job title. Offer congratulations again. For examples of offer letters, see our letters section at the end of the guide.

## Module 21: New Employee Orientation

The best way to help a new employee settle into their new job with your company is to provide them with a new employee orientation. If you don't already, you should have a standard procedure in place of how you introduce a new employee into the organization.

On the employees first day, they should be given the required paperwork to fill out. Each state has forms for employees to fill out to report their tax withholdings, and each state also has requirements for the types of forms that must be kept in the employees file. Be sure you have all the proper documentation.

If applicable, you'll also want to provide information regarding the health plans options the employee has available to him or her, and the paperwork required to join the plan. If there is a retirement program, also provide the necessary documentation for the employee to enroll.

Your company should have a written employee handbook, or manual of some kind, stating your company's policies and procedures.

If you don't already have one established, you will definitely want to look into having one created, whether members of your existing staff can create it, or if you need to hire outside the organization to have it made, it's good practice to have a written manual. Let your new employee know that they can read the manual and who to speak to if they have any questions or concerns about anything they read in the manual.

Finally, be sure that the manual is kept up to date. As your company grows and changes, update any information in the manual before distributing it.

The new employee orientation should also include time for the employee to meet with coworkers, and learn who is responsible for what within the company, so they know who to go to with questions.

Training of the new employee should also begin. The length of time spent training an employee will vary greatly depending on the type of business you operate, as well as the specific job position that is being filled. Allow for ample time for the new employee to learn the position completely, because one of the top causes for employees to leave their jobs within a month of being hired is due to inadequate training.

Try to have the most knowledgeable and patient staff assisting your new employee, to help make the transition as smooth as possible. Remember that sometimes the best employees do not make the best teachers; you need someone who can patiently explain things down to the finest detail to provide training, not someone who can do the job in his or her sleep.

After a few weeks, be sure to follow up with your new employee to ask how he or she thinks things are going, and allow the employee to ask questions or voice concerns.

## Module 22: Handbook Materials

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What exactly should be documented in the employee handbook? This will vary a bit depending on your specific business, but there are some materials your handbook should have regardless of what business you run.

### **Policies & Procedures-**

Every organization has a set of policies and procedures their employees are expected to abide by. To avoid misunderstandings, your policies and procedures should be clearly spelled out and signed by the employee to show they understand them and agree to follow them. Keep a signed copy in the employee's file. Policies and procedures often indicate rules about personal phone usage, cell phone usage during working hours, break schedules, and general expectations.

### **Benefit**

The employee handbook should clearly state when an employee is eligible for health benefits, what type of coverage they can receive, and who to contact in the event they have questions or want to make changes to their health plan.

Details on how to earn vacation time, sick days, personal days should be spelled out clearly, as well as the proper procedure to use when an employee wants to use their paid time off requests. Details regarding any other employee benefits and discount programs should be discussed in this section of the handbook as well. Some companies give discounted gym memberships, daycare services for children of employees, retirement plans, tuition reimbursement, etc.

### **Leave of Absence**

If you honor employees a certain amount of time for a leave of absence- indicate what reasons and for how long an employee can leave the job and still return. For example, you may decide to give 3 days off for the death of a family member, or time off for the birth of a child. Be sure to check your state's laws on the requirements before setting your policies on such matters, as many states require you to provide leaves for specific events.

### **Sample Policies & Procedures Document**

[Company Name] wishes to create a work environment that promotes job satisfaction, respect, responsibility, and value for all of our employees, clients, customers and other stakeholders. Every employee at [Company Name] has a shared responsibility toward improving the quality of the work environment. By agreeing to work at [Company Name] you have agreed to follow the company's rules and to refrain from conduct that is detrimental to our goals. The prohibited

conduct that is listed below is not an inclusive list, as the company cannot, with foresight, determine what is inappropriate conduct under every circumstance. Moreover, the company does not limit its right to discipline or discharge employees to the prohibited conduct listed below. Remember that, while we value our employees, the company maintains the right to terminate its employees at any time and for any reason, with or without notice.

Violation of the prohibited conduct set forth below, or any other conduct deemed inappropriate by management, may subject you to disciplinary action, including oral or written warnings, suspension without pay, transfer or possible termination. If you have any questions about your personal conduct or that of any fellow employee, immediately consult your supervisor for clarification.

The following list contains examples of conduct considered improper which may result in discipline, including termination. Again, note this is not a complete list and understand that other behaviors may also result in discipline.

1. Possessing, using, selling, negotiating the sale of, or being under the influence of alcohol, drugs or other controlled substances during working hours, on company property (including company vehicles), in company uniform or on company business.
2. Falsification of the hours worked by you or any other employee.
3. Falsification of any other employment related document including, but not limited to, personnel files, employment review documents, intra-company communication, communications with those outside the company, expense records, etc.
4. Theft or destruction of company property or that of visitors, clients or fellow employees.
5. Possession of potentially hazardous or dangerous property, such as firearms, weapons, chemicals, etc., without prior authorization.
6. Fighting with, or harassment of, any fellow employee or customer.
7. Unauthorized or excessive use of company property or property of any visitors, customers, fellow employees, including but not limited to, vehicles, supplies, telephones, mail and computers.
8. Disclosure of company trade secrets or any other confidential or proprietary information of the company, its customers or fellow employees.
9. Insubordination, including but not limited to, refusal to perform a requested or required job task.
10. Failure to follow, or general neglect of, safety rules and procedures.
11. Excessive tardiness or absences.

12. Smoking in non-designated areas.
13. The taking of unauthorized overtime.
14. Solicitation of fellow employees on the company premises.
15. Failure to dress appropriately.
16. Failure to keep your workplace in a neat and sanitary condition.
17. Use of obscene or otherwise inappropriate language or conduct in the work place.
18. Failure to provide medical authorizations for medical absences in excess of two days.
19. Inappropriate horseplay which is either distracting to fellow employees or which could create dangers to others.
20. Criminal activity at, or outside of, the workplace.
21. Off-duty conduct which can affect the company's credibility or reputation.
22. Outside employment which interferes with your ability to perform your job at this company including, but not limited to, that with a competitor of the company.
23. Gambling on company premises.
24. Sleeping or neglect of job duty.
25. Taking unauthorized gratuities in connection with company business.
26. Lending keys to company property to unauthorized persons or allowing duplicate keys to be made.
27. Being away from the work area without prior authorization.
28. Harassment of, or discrimination against, an employee, customer or visitor because of that person's race, religion, color, sex, age, disability or national origin.
29. Bad-mouthing or spreading rumors.

#### **Disciplinary Action**

As indicated earlier, violation of company policies or procedures may result in disciplinary action, including but not limited to, demotion, transfer, suspension with or without pay, or termination. The company encourages a system of progressive discipline depending on the type of prohibited conduct. The company is not required to engage in progressive discipline and may discipline or terminate an employee where he or she violates the rules of conduct, or where the

quality or value of their work fails to meet expectations. Again, our attempt at progressive discipline does not imply a contract with you or that your employment is anything other than on an “at will” basis. This means that both the company and the employee may terminate the employment relationship at any time, for any reason, or no reason at all.

As part of our progressive discipline system, and based on the nature of the employee violation, management will attempt to provide the employee first with a verbal warning, then one or more written warnings, and if the conduct is not sufficiently altered, eventual demotion, transfer, forced leave or termination.

Your supervisor will make every effort possible to allow you to respond to any disciplinary action taken. Understand that the company is not obligated to follow any disciplinary or grievance procedure and that you may be disciplined or terminated without going through any procedure.

## Module 23: Employment Forms:

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### New Employee Orientation Checklist

*Note: All appropriate information should be discussed with each new employee.*

---

Employee's Name \_\_\_\_\_ SSA#: \_\_\_\_\_

Job Title: \_\_\_\_\_ Date of Hire: \_\_\_\_\_

---

The information checked below has been given or explained to the employee by the Personnel Department or a manager/supervisor.

---

#### 1. COMPENSATION & BENEFITS

---

- |  |   |
|--|---|
| <input type="checkbox"/> Time sheet/card                 | <input type="checkbox"/> Performance Evaluations    |
| <input type="checkbox"/> Payroll Procedures              | <input type="checkbox"/> Promotions                 |
| <input type="checkbox"/> Insurance Program Booklet       | <input type="checkbox"/> Transfers                  |
| <input type="checkbox"/> Pension Plan Booklet            | <input type="checkbox"/> Vacations                  |
| <input type="checkbox"/> Educational Assistance          | <input type="checkbox"/> Holidays                   |
| <input type="checkbox"/> Credit Union                    | <input type="checkbox"/> Absences/Tardiness         |
| <input type="checkbox"/> Stock Purchase Plan             | <input type="checkbox"/> Jury Duty                  |
| <input type="checkbox"/> Savings Bond Plan               | <input type="checkbox"/> Leaves of Absence          |
| <input type="checkbox"/> Sick Benefits—Limitations, etc. | <input type="checkbox"/> Maternity Leave/FMLA Leave |

#### 2. GENERAL

---

- |  |  |
|--|--|
| <input type="checkbox"/> Mission Statement                               | <input type="checkbox"/> Ethics Statement                |
| <input type="checkbox"/> Employee Handbook/Labor Agreement/Rules Booklet | <input type="checkbox"/> Introduction to Security Guards |
| <input type="checkbox"/> Disciplinary Procedures                         | <input type="checkbox"/> Transportation                  |
| <input type="checkbox"/> Dress Code/Safety Requirements                  | <input type="checkbox"/> Parking Facilities              |
|  | <input type="checkbox"/> Safety Booklet                  |

- |   |  |   |                                   |
|---|--|---|-----------------------------------|
| θ | Complaints, Discrimination<br>and Grievance Procedures | θ | First Aid/Reporting Injuries      |
| θ | Proprietary Information<br>Agreement                   | θ | Bulletin Board/Company Newsletter |
|   |  | θ | Voluntary Resignation Notice      |
|   |  | θ | I.D. Card                         |

The following is a checklist of information necessary to orient the new employee to the job as well as the department and company. Please check off each point as you discuss it with the employee.

---

### **3. Receive the New Employee**

---

- θ Review a copy of the employee's application. Be familiar with the employee's experience, training and education.
- θ Review the job description with the employee, including the duties, responsibilities, and working relationships.
- θ Discuss with the employee the unit organization and the department division organization. Explain the total organization and how the employee fits in.
- θ Find out the employee's career goals and objectives. Relate them to the goals and objectives of their position and the department.
- θ Confirm that the employee has a copy of the Employee Handbook. Set aside at least two hours in the first week for the employee to read the Employee Handbook and to understand it.

### **4. Welcome the New Employee**

---

- θ Introduce the new employee to their co-workers:
  - θ Indicate to each co-worker what the new employee's position will be.
  - θ Explain the functions of each person to the new employee as you introduce them.
- θ Show the new employee around:
  - θ Tour the department, plant and company.
  - θ Explain where the lavatories, coffee and/or break areas and the parking facilities are located.
  - θ Explain the various departments within the organization and their interrelationship.
  - θ Set a time and date, within one week, to cover any questions or concerns of the new employee and check on progress.

### **5. Introduce the New Employee to Job**

---

- θ Insure the new employee's work area, equipment, tools and supplies are prepared and available.
- θ Have the employee sign for any tools, equipment, vehicles, etc. provided by the company.
- θ Explain the levels of supervision within the department.
- θ Provide the new employee with the necessary or required training.

Explain the use of:

- |                |                     |
|----------------|---------------------|
| θ Telephone    | θ Mail Procedures   |
| θ E-mail       | θ Supply Procedures |
| θ Copy Machine | θ Company Vehicles  |

- θ Explain the hours of work, overtime procedures, call-in procedures.
- θ Give the new employee the department telephone number.
- θ Review the location of the department's first aid equipment.
- θ Explain any housekeeping responsibilities.

## 6. **Introduce the New Employee to Company Products & Services, Customers, Clients, Vendors and Competitors**

---

- θ Explain the Company's Unique Selling Proposition.
- θ Explain the Company's products and services.
- θ Explain company customers, clients, vendors, and competitors.

---

Signature of HR/Manager/Supervisor

---

Title

---

Department

---

Date

Employment Application					
					Last Name, First Initial:
Personal Information					
Name (Last, First, MI)					
Street address					
City, State, Zip					
Home phone number		Work phone number			
Facsimile number		E-mail address			
Social security number		Driver's license number/state/expiration			
(if job involves any driving)					
Employment Desired					
Position applied for					Today's Date:
How did you hear about this position?					
Date available for work		Desired hours (full time, part time, etc.)			
Education					
	Name and Address of School	Course of Study	Total Years of Study	Degree/Diploma	
High School					
Undergraduate College					
Graduate/Professional					
Other (Specify)					
List any seminars, classes or other education not listed above which may help qualify you for this position (if you need additional space, please use page 7):					
-----					
-----					

# Employment Application

## Employment History

List below all present and past employers over the past ten years, starting with your **most recent** employer. Account for all periods of unemployment. You must complete this section even if attaching a resume. May we contact your current employer? ☐ YES ☐ NO

1.	Employer (current <input type="checkbox"/> Yes <input type="checkbox"/> No)		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor(s)			4.
	Job position(s)	E-mail address of supervisor			
	Reason(s) for leaving				
What value did you add to this company or its customers?					
<div style="border-bottom: 1px dashed black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px dashed black; height: 15px; width: 100%;"></div>					
2.	Employer		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor(s)			4.
	Job position(s)	E-mail address of supervisor			
	Reason(s) for leaving				
What value did you add to this company or its customers?					
<div style="border-bottom: 1px dashed black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px dashed black; height: 15px; width: 100%;"></div>					

## Module 24: SAMPLE FORMS

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*The following forms are provided to give you a guideline to create your own forms to fulfill your specific business needs. You can use them as they are, or you may edit and alter them to better suit your particular requirements.*

**Employment Application****Employment History**

3.	Employer		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor(s)			4.
	Job position(s)		E-mail address of supervisor		
	Reason(s) for leaving				
	What value did you add to this company or its customers? ----- -----				
4.	Employer		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor(s)			4.
	Job position(s)		E-mail address of supervisor		
	Reason(s) for leaving				
	What value did you add to this company or its customers? ----- -----				

# Employment Application

## Employment History

5.	Employer		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor			4.
	Job position(s)	E-mail address of supervisor			
	Reason(s) for leaving				
	What value did you add to this company or its customers?				
6.	Employer		Start Date	End Date	Essential job functions of final position
	Address				1.
	City, State, Zip		Starting Salary	Ending Salary	2.
	Phone number				3.
	Fax number	Supervisor			4.
	Job position(s)	E-mail address of supervisor			
	Reason(s) for leaving				
	What value did you add to this company or its customers?				

**AUTHORIZATION TO VERIFY REFERENCES  
AND PERFORM EMPLOYMENT BACKGROUND INVESTIGATION**

In applying for employment with \_\_\_\_\_ (“Company”), I hereby authorize the Company, and/or any designated agent including any consumer reporting agency in the Company’s behalf, to conduct any desired background investigation of my personal history as allowed by law, and to obtain and review any criminal and civil court findings, consumer credit report, to investigate any action related to employment, and/or any investigative consumer report in conjunction with said investigation.

I understand the nature and scope of said inquiries may include, but is not limited to, verification, inspection and/or reporting of any lawfully available records or information pertaining to work history; education; worker’s compensation claims, criminal and civil court related actions; driving history (including traffic related offenses); personal financial status including consumer credit reports; and, any other information available from any public or otherwise documented record, and/or from any past or present business, professional or personal associates, pertaining to, but not limited to, my work history, character, ethics, mode of living, and general reputation.

It is my understanding the information being obtained will not be used in violation of any federal or state equal opportunity law or regulation, and that before any adverse action is taken based upon review of any consumer credit report and/or investigative consumer report, I will be provided with a copy of said report as well as a summary of consumer’s rights.

I hereby fully release the Company, and any and all of its employees, directors, agents, successor and assigns, and any contributing parties or sources from whom any information is obtained, from any and all claims, actions or liability whatsoever which is in any way related to this or any subsequent investigation of my personal history.

I hereby state that all information provided by me to the Company, in any form, is, to the best of my knowledge, true, correct and complete. I also understand that any known misrepresentation made by me to the Company will exclude me from further consideration as a candidate for employment or advancement, and may result in termination of my employment with the Company if I am hired and or advanced by the Company before such misrepresentation is identified.

I understand that acceptance of any offer or employment does not create a contractual obligation to the Company to continue to employ me in the future, and that my employment is “at-will”, for no definite period, and may be terminated at any time either by myself or the Company without previous notice.

Signature \_\_\_\_\_ Date \_\_\_\_\_  
(Applicant)

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

Received by the Company:

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

Name and Title \_\_\_\_\_

## EMPLOYEE FILE CHECKLIST

Please check off each item as you verify it is in the employee's file. Not all documents are required.

- ☐ Resume
- ☐ Letters of Reference
- ☐ Employment Application
- ☐ Interview Record
- ☐ Pay Record
- ☐ Employment Agreements
- ☐ Employee Handbook Acknowledgment.
- ☐ Harassment and Discrimination Policy Acknowledgment
- ☐ Drug Testing Policy Acknowledgment and Results
- ☐ Police Check Policy Acknowledgment and Results
- ☐ Confidentiality, Trade Secret and Non-Disclosure Agreements
- ☐ Performance Appraisals and Performance Agreements
- ☐ Discipline Notices
- ☐ Absenteeism and Lateness Notices
- ☐ Termination Documents
- ☐ Exit Interviews
- ☐ Unemployment and Worker's Compensation Documents
- ☐ Severance Agreements and Releases
- ☐ Medical Records (limited access!)
- ☐ Injury Reports (limited access!)
- ☐ I-9 Forms
- ☐ W-2 Forms

Note: We recommend personnel file, payroll and other records be maintained for 3 years after employment. OSHA and other health and safety records should be maintained for 5 years.

## Sample Job Offer Letter

[Name]  
[Address]  
[City, State, Zip]

Dear [Name]:

Congratulations on being accepted for employment with our company! As indicated to you during the employment application process, your offer of employment is conditioned upon your successful completion of a [drug test, physical examination, skills test, etc.]. It is conditioned on your acknowledging and signing this offer letter. It is also conditioned on your acknowledging and signing certain agreements, including our [Employee Handbook, Confidentiality and Non-disclosure Agreement, and an Employment Agreement].

Should you meet the conditions of employment, you will receive a [wage/salary] of [amount] per [hour/month]. [You will be an exempt employee, which means you will not receive overtime pay.] Your job responsibilities will include those essential functions discussed with you during your interview [as well as those more specifically delineated in the attached job description]. After completion of a [90-day] introductory period, you will be entitled to receive the full range of company benefits as indicated in the summary benefit plan documents and our Employee Handbook. You agree that in accepting employment, you are not relying on any representations or statements concerning [stock options] or other benefits that are not contained in this letter[, the plan or standard agreement.]

We understand, based on what you have told us, that there are no contractual conditions that will prevent you from performing the responsibilities of this offered position. We also expect that coming to work for [company name] will not violate any Employment Agreement, Confidentiality Agreement, Covenant Not To Compete Agreement, or Shareholder Agreement with [Former Employer]. If you have signed any of these agreements with [Former Employer], we need you to provide us with a copy of each [Former Employer] agreement.

Should you have any questions regarding the above, please do not hesitate to call me. We look forward to meeting with you again and your anticipated employment with this company.

Sincerely,  
[Name]  
[Title]

I accept the terms and conditions of employment as set forth above and understand that I am not relying on any prior statements or representations not contained within this letter. Finally, my employment with [company name] does not violate any agreement that I have with [Former Employer] or any other former employer.

Date:

Printed Name:

**Job Analysis template form.**

**Job Title:**

\_\_\_\_\_

**Grade/Salary Level:**

\_\_\_\_\_

**Position Reports to (Title):**

\_\_\_\_\_

**Job Information**

**List The Duties And Responsibilities For This Position In Order Of Importance.**

✓
✓
✓
✓

**Outline Level Of Interaction With Shareholders, Managers, Superiors, Subordinates, Customers Etc**

✓
✓
✓
✓

**What are the main positives of this position?**

✓
---

✓
✓
✓

**What Are The Potential Negatives Of This Position?**

✓
✓
✓
✓

**What Promotion Or Career Advancement Opportunities Might Be Available In The Future?**

1.
2.
3.

**The Essence: Can They? Will They?**

**Can Do Factors**

Have they the skills to do the job?	
What specific experiences, soft and technical skills, abilities, training or education, physical requirements, etc, are needed or desired for successful job performance?	

**Will Do Factors**

Will they do the job?	
What specific behaviors are required or desired in order to be as certain as possible that the chosen individuals will apply themselves in ways that are associated with success on the job?	

### **Physical And Environmental Factors**

Will the person fit into the specific physical and environmental circumstances of the job? This will include the type of organization or business, the ethos of the organization, specific circumstances in this workplace.	
✓	
✓	
✓	
✓	
✓	

### **Dealbreakers!**

What specific situational factors such as long hours, overtime, shift work, weekend work, travel, relocation, or physical demands are required on this job?	
What circumstances would eliminate the person from consideration?	

**Hiring Cost Analysis Form**

<b>Item</b>	<b>Estimate</b>
<b>Foregone productivity</b>	
<b>Recruiting costs</b>	
<b>Initial Screening costs</b>	
<b>Interviewing costs</b>	
<b>Evaluating costs</b>	
<b>Training costs</b>	
<b>Miscellaneous costs</b>	
<b>TOTAL</b>	

### A Sample Resume Analysis Template

(For Clerical Staff)

Area	Breakdown	Possible Points	Points Awarded
	Complete	5	
	Legible	5	
Education	Post-Secondary	5	
	Post-Secondary related vocational qualifications	10	
	Bachelor Degree	5	
Experience	Switchboard Experience	5	
Experience in clerical or secretarial field	6 months-3 years	5	
	3+ years	10	
Computer Experience	Microsoft Office Suite	10	
	Reports	10	
	Spreadsheets	5	
Keyboarding	40-59 WPM	10	
	60+ WPM	15	
<b>TOTAL</b>		100	

## Module 25: HR Letters:

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Below is a collection of HR related letters. You can use them as they are or as a template for your letters. Our thanks to [www.business-letters.com](http://www.business-letters.com) for allowing us to use them. You can purchase the Business Letters Generator which contains over **3,000 letters** from this website.

When using these letters always seek legal advice for your jurisdiction. We and Business-letters.com do not accept no liability whatsoever from the use of the letters.

### Acknowledgment of customer praise for Employee

Date : 17/12/2007

[Select and type recipient's address]

Dear

Thank you for your kind letter regarding your exceptional treatment by one of our employees. A copy of your letter has been forwarded to the personnel department and will be included in the employee's file.

So seldom is it that a customer takes the time to write a letter of appreciation, that I feel moved to reward your initiative.

Please accept the enclosed certificate, which, when presented, will entitle the bearer to a ten percent discount on the merchandise being purchased at that time.

This is but a small token of our appreciation of customers such as you, upon whose satisfaction we have been allowed to grow and prosper in this highly competitive marketplace.

Again, on behalf of our entire organization, a heart-felt thank you.

**Apology for Offensive Conduct of an Employee**

Date : 17/12/2007

[Select and type recipient's address]

Dear [Name]

Thank you for your letter of [Type date here], complaining about the conduct of one of our employees.

Please rest assured that we have investigated your complaint and that the person concerned will be severely reprimanded.

Please accept our sincere apologies for any distress this situation may have caused you and be assured that it will never happen again.

Thank you also for bringing this matter to our attention. We place great importance on the conduct of our employees and your complaint will give us the opportunity to remedy any problem that may exist.

Yours Sincerely

**Authorization to Participate in Medical Plan**

Date : 17/12/2007

[Select and type recipient's address]

**AUTHORIZATION TO PARTICIPATE IN MEDICAL PLAN**

As an employee of [name of firm], I do (do not) wish to participate in the Company's Medical Plan.

[name of firm] is hereby authorized to make the necessary deductions from my earnings or any disability benefit paid to me by the company, for the amount specified in the Group Insurance Schedule.

It is my understanding that I will be eligible to participate in the Company Medical Plan as of [Type date here] and that the monthly deductions referred to herein will begin on [Type date here]

I further understand that the acceptance of my application for participation in the Company Medical Plan is contingent upon my ability to meet the medical requirements determined by [name of insurance company]

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

[Select and type your name]

**Condolences on Death of a Colleague**

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name]

I am writing to express the sadness all of us at [Business] feel on hearing of [Name] 's death.

[Name] was a much liked and respected employee. He [She] will be dearly missed by all his [Her] colleagues.

We send our utmost sympathies to you. If there is anything we can do, please do not hesitate to contact us.

Our thoughts are with you.

**Decline to Interview Referred Job Applicants**

Date : 17/01/2008

[Select and type recipient's address]

Dear

Having been away from the office for a few days, I didn't read your letter of xth until today.

While I am sure the young man you wrote to me about wouldn't warrant the recommendation you gave unless he is truly exceptional, I believe it would be unfair to him to set up an interview at this time.

We have just had to lay off twenty-four employees and there is no way that I could justify hiring someone new under those circumstances. We anticipate that business should improve over the next six months, but for now, the timing is off.

I am sorry to have to disappoint you. You know, under the right circumstances, we are always looking for bright young people with potential.

Thank you for thinking of us.

[Select and type your name]

**Directed Letter of Recommendation Requesting Reply**

Date : 17/01/2008

[Select and type recipient's address]

Dear

[individual] has been with our firm for several years and has been one of our outstanding employees in the accounting department. For family reasons, he is moving to your area and we are truly sorry to lose him.

He has all of the fine qualities you would expect from a good employee and I honestly feel that any firm that hires him will be quite fortunate.

I believe that it could be mutually beneficial if the two of you could meet once he arrives in [city]. He is mature and of course realizes that there may not be an opening for him at this time.

Shall I suggest that he make an appointment with you? I will be looking forward to your reply.

[Select and type your name]

## Employee Invention Agreement Form

Date : 17/01/2008

[Select and type recipient's address]

### EMPLOYEE INVENTION AGREEMENT

FOR GOOD CONSIDERATION, and in consideration of the undersigned being employed by\_  
[Company]; the undersigned hereby agrees, acknowledges and represents:

1. The undersigned, during the course of employment, shall promptly disclose in writing to the company all inventions, discoveries, improvements, developments and innovations whether patentable or not, conceived in whole or in part by the undersigned or through assistance of the undersigned, and whether conceived or developed during working hours or not, which:

a] Result from any work performed on behalf of Company, or pursuant to a suggested research project by the Company, or

b] Relate in any manner to the existing or contemplated business of the Company, or

c] Result from the use of the Company's time, material, employees or facilities.

2. The undersigned hereby assigns to the Company, its successors and assigns, all right, title and interest to said inventions.

3. The undersigned shall, at the Company's request, execute specific assignments to any such invention and execute, acknowledge, and deliver any additional documents required to obtain letters patent in any jurisdiction and shall, at the Company's request and expense, assist in the defense and prosecution of said letters patent as may be required by Company. This provision shall survive termination of employ with the Company.

Signed under seal this \_ day of \_, 20\_.

\_\_\_\_\_  
Employee

[Select and type your name]

**Employee Non-Complete Agreement[Specific Radius] Form**

Date : 17/01/2008

[Select and type recipient's address]

**EMPLOYEE NON-COMPETE AGREEMENT  
[Specific Radius]**

FOR GOOD CONSIDERATION, and in consideration of my being employed by \_ [Company], I, the undersigned, hereby agree that upon my termination of employment and notwithstanding the cause of termination, I shall not compete with the business of the Company, or its successors or assigns.

The term "not compete" as used in this agreement means that I shall not directly or indirectly, as an owner, officer, director, employee, consultant, or stockholder, engage in a business substantially similar or competitive to the business of the company.

This non-compete agreement shall extend only for a radius of \_ miles from the present location of the Company, and shall be in full force and effect for \_ years, commencing with the date of employment termination.

Signed under seal this \_ day of \_, 20\_.

\_\_\_\_\_  
Employee

[Select and type your name]

## **Employee Suggestion for Company Meeting**

Date : 17/01/2008

TO:  
FROM:  
SUBJECT:  
Dear

There is such a high degree of anxiety about the proposed merger with [name of firm] that I can see the effects in my department daily. I do not feel that the newsletter put out last week helped assuage the fears of the other employees.

I believe that it might be beneficial to meet the issue head-on by holding a meeting wherein questions can be put forth and answers can be provided.

There is a schism between employees and management that appears to be growing and presents a potential problem. If, for example, this merger fails to materialize, the employees may maintain their current feelings of alienation to the detriment of the organization.

I know that there are many inherent problems in hashing this subject out in an open forum and these must be weighed against the present alternative. I do feel, however, that the suggestion is worth some consideration.

[Select and type your name]

## Employee Video, Photo and Recording Release Form

Date : 17/01/2008

[Select and type recipient's address]

### RELEASE

In consideration of my employment with the [name of firm] , ("Company") and as part of the services being furnished by me to said Company, I hereby give my consent to the photographing of myself and to the recording of my voice. The Company is hereby authorized to use or cause to be used said still photographs or motion picture footage, recordings of my voice and my name for advertising, publicity, commercial or other business purposes. Said photographs and/or recordings may be used singularly or in conjunction with other photographs and/or recordings.

The Company has my authorization to reproduce, or cause to be reproduced and used such photographs and voice recordings. The same may be exhibited in all domestic and foreign markets. I understand that others may use and/or reproduce said photographs and/or recordings with or without the Company's consent.

I hereby release the Company, any of its associated or affiliated companies, their directors, officers, agents, employees, customers and the Company's appointed advertising agencies, officers, directors, agents and employees, from all claims of any kind on account of such use.

Witness: \_\_\_\_\_

Date \_\_\_\_\_

[Select and type your name]

## **Employment Agreement letter**

Date : 17/01/2008

[Select and type recipient's address]

### **EMPLOYMENT AGREEMENT**

Agreement made between[name of company], located at [address], City of [city], County of [county] State of [state], herein referred to as "Company", and [name of employee], of [address], City of [city] , County of [county], State of[state] herein referred to as "Employee".

Company hereby employs employee to perform such duties at such times and in such manner as the company may from time to time direct.

Employee agrees that he will perform those duties assigned to him to the best of his ability, to maintain a current and complete account of his work and expenses, to remit promptly to the company any monies paid to him or coming into his possession which belong to the company, to devote his full and undivided time to the transaction of company business and to refrain from being engaged in any other business during the tenure of his employment with the company.

In consideration of the foregoing, company agrees to pay to employee the amount of [amount] Dollars, (\$ ), per [period of time] plus reasonable travel expenses incurred for the purpose of conducting company business.

This contract shall become effective on [Type date here] and remain in effect until it is terminated by either party. Either party may terminate this agreement by providing the other party with [number] day's written notice of his or their intention. Should this agreement be terminated by either party, employee agrees that the payment in full to the date of termination shall fully satisfy all claims against the company under this agreement.

In witness whereof, the parties have executed this agreement at [place of execution], on [Type date here]

---

---

[Signatures]

[Select and type your name]

## **Employment Agreement Letter 2**

Date : 17/01/2008

[Select and type recipient's address]

### **EMPLOYMENT AGREEMENT**

EMPLOYEEMENT AGREEMENT by and between \_ [Company], and \_ [Employee].

For good consideration, Company shall employ and the Employee agrees to be employed on the following terms:

**1. EFFECTIVE DATE:**

Employment shall commence on \_, 20\_, time being of the essence.

**2. DUTIES:**

Employee agrees to perform the following duties: [Describe general duties, or attach job description]

—

Employee shall also perform such further duties as are incidental or implied from the foregoing, consistent with the background, training and qualifications of Employee or may be reasonably delegated as being in the best interests of the Company. The Employee shall devote full time to his employment and expend best efforts on behalf of Company. Employee further agrees to abide by all reasonable Company policies and decisions now or hereinafter existing.

**3. TERM:**

The Employee's employment shall continue for a period of [\_] years, beginning on the effective date of this agreement and ending on \_, 20\_.

**4. COMPENSATION:**

The Employee shall be paid the following compensation:

- a] Annual Salary: \$\_, paid on the payroll schedule existing for other employees.
- b] Such bonuses, vacations, sick leave, retirement benefits and expense accounts as stated in the Company manual for other management personnel or as may be decided by the Company if said items are discretionary with the Company.

**5. TERMINATION:**

This agreement may be earlier terminated upon:

- a] Death of Employee or illness or incapacity that prevents Employee from substantially performing for [ ] continuous months or in excess of [ ] aggregate working days in any calendar year.
- b] Breach of agreement by Employee.

6. MISCELLANEOUS:

- a] Employee agrees to execute a non-compete agreement as annexed hereto.
- b] Employee agrees to execute a confidential information and invention assignment agreement as annexed hereto.
- c] This agreement shall not be assignable by either party, provided that upon any sale of the business by Company, the Company may assign this agreement to its successor or employee may terminate same.
- d] In the event of any dispute under this agreement, it shall be resolved through binding arbitration in accordance with the rules of the American Arbitration Association.
- e] This constitutes the entire agreement between the parties. Any modification must be in writing.

7. ADDITIONAL TERMS:

Signed under seal this \_ day of \_, 20\_.

\_\_\_\_\_  
Company

\_\_\_\_\_  
Employee

[Select and type your name]

## Employment Information Form

### EMPLOYMENT INFORMATION FORM

Date: 17/01/2008

[Select and type recipient's address]

Employer \_\_\_\_\_ Telephone: \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State \_\_\_\_\_  
Zip \_\_\_\_\_

Nature of business \_\_\_\_\_  
Position to be filled \_\_\_\_\_  
Employee qualifications \_\_\_\_\_  
Number of employees needed \_\_\_\_\_  
Wages or salary \$ \_\_\_\_\_ per \_\_\_\_\_  
Employment is \_\_\_\_\_ temporary \_\_\_\_\_ permanent  
Hours \_\_\_\_\_ to \_\_\_\_\_  
Days \_\_\_\_\_ to \_\_\_\_\_  
Benefits \_\_\_\_\_

We are an equal opportunity employer.

[Select and type your name]

**Employment Reimbursement Agreement Form**

Date : 17/01/2008

[Select and type recipient's address]

**EMPLOYMENT REIMBURSEMENT AGREEMENT**

The undersigned officer or employee of \_ [Company], agrees to repay to the Company all compensation payments or reimbursements that are disallowed, in whole or in part, as a deductible expense by the Internal Revenue Service. The reimbursement shall be made to the full extent of the disallowance upon an adverse decision of the last tribunal or agency to consider the issue, provided the Company shall not be obligated to seek further appeal if available.

Signed under seal this \_ day of \_\_, 20\_\_.

[Select and type your name]

**Final Warning Before Dismissal**

FINAL WARNING BEFORE DISMISSAL

Date : 17/01/2008

[Select and type recipient's address]

You have been previously notified of certain problems in your performance as an employee, which problems appear to continue.

Any further violations of company policy or failure to perform in accordance with our standards shall result in immediate dismissal without further warning.

[Select and type your name]

## **Letter To Warn Employee of Bad Conduct**

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name of employee]:

It is with deep regret that I must write to you concerning your inappropriate conduct as an employee of this company.

Despite an earlier oral warning I feel I need to write to you to inform you of the seriousness of this matter.

As an employee, and as part of your contract of employment you are clearly obliged to stay until all the Department's work for the day is completed.

You should be in no doubt about this as it was recently made abundantly clear in a staff memo dated []

[NAME OF EMPLOYEE], this firm employed you because we were impressed not only by your skills and experience but by the more-than-favourable impression you made upon us when you joined.

You clearly have lots of talent and the potential to do well in this company.

However, teamwork is essential if a company is to work well. And that means everybody playing their full part so that we can achieve all the Department's targets and objectives.

I need you to play your part in this, [name].

If there is any problem that is causing you difficulty please come and see me.

If not, from this date I look forward to a marked improvement in your behaviour not only for the sake of the company but also for your own.

You have great talent. Don't waste it.

Sincerely,

[Select and type your name]

### **Letter of Appreciation to Employee**

Date : 17/01/2008

[Select and type recipient's address]

Dear

Your enthusiasm and your ability to motivate your employees has resulted in a significant increase in productivity and profitability.

If we had an award to give, you would be the prime candidate.

Please accept my sincerest appreciation for the fine job you are doing in our sales department.

[Select and type your name]

## **New Employee Welcome**

Date : 17/01/2008

[Select and type recipient's address]

Dear

It is with great pleasure that I welcome you as a new employee to [name of firm] I am very pleased that you have chosen to accept our offer of employment and know that this is the beginning of a mutually beneficial association.

We encourage our personnel to take advantage of selected courses that are available in this vicinity, in order to improve their skills and learn new skills in related areas. The courses and their corresponding registration dates are listed on the employee bulletin board for your review. If you decide to attend one of these courses, please advise your office manager and he will make the necessary arrangements.

Once again, welcome to [name of firm]

[Select and type your name]

**Notice of Layoff**

Date : 17/01/2008

[Select and type recipient's address]

Dear

We had been hoping that during this difficult period of reorganization we could keep all of our employees with the company. Unfortunately, this is not the case.

It is with regret, therefore, that we must inform you that we will be unable to utilize your services after[Type date here]. We have been pleased with the qualities you have exhibited during your tenure of employment with us, and will be sorry to lose you as an employee of the company.

Please accept our best wishes for your future.

[Select and type your name]

**Notice to Employees of Christmas Bonus**

Date : 17/01/2008

[Select and type recipient's address]

Dear

This has been a difficult year for the Chambers Corporation. I am sure that you all know that the loss of our three contracts with the United States Air Force, due to the cut-back in defense appropriations, hurt us substantially.

In July, we had a major decision to make. The question we were faced with was whether to let some of our employees go, or to explore all other possible avenues of cost reduction, keeping everyone's job intact. We chose the latter course.

Unfortunately, one of the policies we were forced to eliminate for this year, was our annual Christmas bonus to each of our employees.

This will be the first year since 2076 that we will be unable to thank you in this special manner for your hard work, loyalty and faithfulness. We are all hoping that 20\_\_ will be a prosperous year and that we will be able to reinstate our traditional Christmas bonus policy.

[Select and type your name]

## **Notice to Employees of Unsatisfactory Behaviour**

Date : 17/01/2008

TO: All Employees  
FROM: Mr. Chambers

As President of this company, I was disappointed and humiliated by the behavior of some [name of firm] employees who attended the meeting on [day] The discourtesy shown to [individual] was unforgivable. Some employees not only talked incessantly during our speaker's address but also exhibited the height of rudeness by leaving the auditorium before the completion of his speech.

To anyone who is guilty of these actions, I want you to know that such behavior will not be tolerated by this firm.

It distresses me to have to write a message such as this to you, and I certainly hope and trust that it will never again be necessary.

[Select and type your name]

**Offer of Assistance to family during employee illness**

Date : 17/01/2008

[Select and type recipient's address]

Dear

Everyone here at [name of firm] was saddened to learn of [name of employee] sudden illness.

We know that this came on without any warning and while the proceeds from the group policy insurance coverage will defray a substantial amount of the medical costs, you may have need for some additional financial assistance to see you through this difficult time.

Please do not hesitate to call on us if you need our assistance in this area. We consider [name of employee] to be one of our most valuable employees and a fine individual as well and would be most appreciative if you will let him know that we are all thinking of him.

[Select and type your name]

**Refusal of employee request for early raise**

Date : 17/01/2008

[Select and type recipient's address]

Dear

Although the company appreciates all that you have pointed out in your letter, we do not believe a raise is in order at this time. It is the custom of Chambers & Associates to review all employee benefits and compensation in July, at the end of the fiscal year.

Certainly, at that time you will be considered for a salary increase, providing the production figures for your division are significantly increased.

[Select and type your name]

**Reminder to employee to renew drivers license**

Date : 17/01/2008

[Select and type recipient's address]

Dear

Our records indicate that your driver's license will need to be renewed on or before [Type date here]

As you know, it is essential that all of our employees who drive company vehicles must keep their licenses current. We wanted to advise you of this to provide you ample time to renew your license.

[Select and type your name]

**Request for listing of employees to be tested**

Date : 17/01/2008

[Select and type recipient's address]

Dear

On [day], [Type date here], we will be administering our lie detector test to your employees.

We would appreciate it if you would provide us with the names of all of the employees that are to be tested, at your earliest convenience. This will enable us to conduct the tests quickly, without any needless waste of time.

Thank you for your cooperation in this matter.

[Select and type your name]

**Request to locate former employee**

Date : 17/01/2008

[Select and type recipient's address]

Dear

For some time I have been unsuccessfully attempting to locate an individual who was previously in your employ.

His name is [name of individual] and I have been informed that he worked for you during[time period] If you know his current whereabouts, I would appreciate your either informing me of same or forwarding this letter to him.

Thank you very much for your help in this matter.

[Select and type your name]

Response to inquiry concerning former employee, with reference

Date : 17/01/2008

[Select and type recipient's address]

Dear

This is to acknowledge receipt of your inquiry of // in which you requested information regarding a previous employee of our firm.

[name of employee] was my personal secretary for the last three years. She is intelligent, dependable and extremely well organized. She is fastidious in her appearance and is very conscientious about her work.

[Select and type your name]

[Select and type job title]

**Response to inquiry concerning former employee, without reference**

Date : 17/01/2008

[Select and type recipient's address]

Dear

It is against the policy of our company to release any detailed information regarding the performance of any of our previous employees. Our records show that[name] was employed by us from January 7th, 2086 to March 30th, 2083. We are sorry that we cannot be of further assistance.

[Select and type your name]

**Strong letter of recommendation**

Date : 17/01/2008

[Select and type recipient's address]

**Termination of employment - redundancy**

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name]

We are very sorry to have to inform you, that further to our meeting of [Type date here], [business] have no option but to make [number] of it's employees redundant.

As we discussed at the meeting this is because of [ State reasons].

Based on our redundancy selection procedure, [which is outlined in your terms of employment] you are to be made redundant on [Type date here].

We are very sorry.

Until you leave, we will do all we can to help you find alternative employment. The help available is as follows:

[HELP].

[HELP].

[HELP].

You will be entitled to a lump sum redundancy payment from us, based upon your age, length of employment and current pay. We will send you full details shortly.

This is a letter I hate writing, [Name]. Please, again, accept my deepest regrets.

You are a hard-working and conscientious person and we have enjoyed working with you over the past [No.] years. We shall all be extremely sad to see you go.

We wish you every success in the future.

Of course should our situation change in the future and we find that we need to hire additional workers you and the others who have been laid off will be eligible immediately for recall into a job for which you are qualified.

If you require any further information about the terms of your redundancy package or of the help available to find you new employment, do not hesitate to contact me.

Yours Sincerely

[Name]

[Select and type your name]

Dear [.....],

I am pleased to recommend [Name] as a candidate for the position of [.....].

[Name] has been with us since Date : 17/01/2008 and during all that time I have always found her to be extremely competent and an absolute delight to work with.

Unfortunately I have decided to sell my business, so [Name] now has the opportunity to realize her desire to move to this position, which will afford her greater flexibility and potential for growth.

I enthusiastically recommend her for this position.

In her time here, [Name];

· [List accomplishments]  
\* .....  
\* .....  
\* .....

In a word, [Name] is bright, innovative, and dependable.

As for her professional manner-[Name] is one of the most pleasant persons you'll ever meet or work with! She's forthright, but neither intimidates nor intrudes. She's open, friendly, and authentic.

I will miss working with [her] but I wish her great success in her future career.

Great employees are hard to find - but you have found one here.

If you have any questions I can answer about [Name] sterling record with my company, please do not hesitate to contact me.

Sincerely,

[Select and type your name]

**To request a reference for an employee**

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name]:

Your name has been given to us as a referee by [name].

We would be grateful if you would be kind enough to answer the following questions. As you will appreciate all the information supplied will be treated with the strictest confidence.

\*How long did [name] work for you?

\*In what capacity was he [she] employed?

\*When did he [she] leave your employment?

\*Would you reemploy him [her]?

Thank you for taking the time to assist us in this matter. I have enclosed a stamped, addressed envelope for your convenience.

Yours Sincerely

[Select and type your name]

**To terminate employment, with immediate effect**

Note:

To dismiss an employee can be difficult and distressing. The letter should be kept brief and simple . You should notify the employee of his dismissal, state the reason and then make clear that you want the matter concluded immediately to avert further unpleasantness. Always seek Professional legal advice before proceeding.

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name]

Further to our meeting at [Time], I am writing to inform you that you are dismissed with immediate effect following your [ detail employee's misconduct].

You are extremely lucky that we do not want to prolong this unpleasant affair by taking this matter further, including possible criminal prosecution.

Your history with the company, particularly the during the past [ No.] months, has been filled with these unpleasant episodes. You have been given any number of opportunities to correct your behavior, but on each occasion you have chosen not to do so. This incident is the last straw.

A check for [amount] is enclosed for wages in lieu of notice.

Please vacate the premises forthwith. All relevant employment documents will be forwarded in due course.

Yours Sincerely

[Select and type your name]

[Select and type job title]

**Verification of employment and letter of recommendation**

TO WHOM IT MAY CONCERN:

Date : 17/01/2008

[Select and type recipient's address]

This will confirm that Jonathan Deering has been employed by Electro Corp. for approximately four years. During his tenure of employment, he has displayed a unique ability to identify and solve problems. He has been instrumental in the streamlining our accounting department.

His experience in the accounting and finance area has been a valuable asset, one which can be of great value to any company utilizing his services. He is loyal and always places the welfare of the company above all else. His long hours and his patience with employees under him and with management make him an ideal employee. If available, he can certainly count on re-employment with our firm, should the opportunity arise.

Any company considering this individual for employment has my most enthusiastic recommendation. If his performance here is any indication, he is destined to achieve new heights in his career, and set new records for his future employer, as he did here.

---

[Signature]

[Select and type your name]

**Verification of employment without reference**

Date : 17/01/2008

[Select and type recipient's address]

Dear

In response to your request for verification of employment for [name of applicant], our records indicate that (s)he worked for us from [Type date here] to [Type date here]

The position that [name of applicant] held with our firm was [position]

This is all of the information I am able to provide to you in as much as it is against our company policy to offer comments in regard to a previous employee's quality of work during employment with our firm.

[Select and type your name]

**Warning (first) about dismissal**

Date : 17/01/2008

[Select and type recipient's address]

Dear [Name]

Please find enclosed an outline of the meeting of [Type date here] I had with you concerning your conduct.

As I explained to you, quite clearly, I am dissatisfied with your conduct in regard to [ state area].

At the meeting you have agreed to make a determined effort to improve over the next [period].

I must stress that it is important that you live up to this commitment and that you achieve and maintain the standards expected of all our employees by [Type date here].

As agreed, we shall meet again at [time] on [Type date here]. If there are any points you are unclear about or if you require any further assistance please do not hesitate to see me at any time.

Yours Sincerely

[Select and type your name]