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## Hiring Process/Procedure

This Toolkit contains information, forms, factsheets and resources to assist you in developing your **Hiring Process/Procedure**.

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Creating a step-by-step process to manage the hiring process helps employers be compliant and consistent as they build their workforces. Here are some suggested steps, including samples forms and procedures to manage this process.

### Step 1

**Identifying the hiring need.** Identifying the hiring need within your organization is the first step in the process. A hiring need may develop because of a vacated position (termination or transfer/promotion), to better manage a department's workload, or because the business is expanding. Regardless, there is a void that needs to be filled.

Identifying the need typically begins with a **Personnel Requisition** submitted by a supervisor/manager to the Human Resources Department. ([See link to sample form below.](#))

### Step 2

**Revising/creating a job description and pricing the job.** Human Resources should meet with the hiring manager to review the essential job duties, qualifications, experience to perform the job and ensure the position description is up-to-date. Once this is done, Human Resources should review the current pay range for that position and determine the appropriate pay rate for the job.

If a job description hasn't already been created, the job description writer contained in the members-only section of EAF's website can be helpful to quickly create a job description that contains the competencies and physical requirements unique to your position.

### Step 3

**Review your application.** Review your current application (paper and online) to make sure the information requested is still relevant and that the questions are worded in a legally compliant manner. Also, if you conduct background checks using a third party provider, make sure you have the latest Fair Credit Reporting Act disclosure and consent forms.

### Step 4

**Create a recruitment plan and advertise the job.** The recruitment plan includes posting the job internally as well as externally and establishing timeframes for placing the ad (internally and/or externally), where to place the ad (company website, social media, job posting sites such as InDeed, job fairs, industry publications, local newspapers, etc.), and whether or not to utilize external recruiters to source job candidates. Job ads should contain bulleted information explaining the job duties and minimum qualifications needed to perform the job. The job ad also needs to include a non-discrimination statement, a statement that the company conducts drug testing (if applicable).

### Step 5

**Review applications.** Screen applications to determine if the applicant has the minimum qualifications for the job. Once you've eliminated those who don't meet the minimum qualifications, review the remaining applications to identify those the company would like to interview.

### Step 6

**Phone interview/initial screening.** An initial screening by an HR representative to determine if applicants have the required qualifications to meet the position and align with the organization's culture and values enables the organization to efficiently pare down the list of candidates. Employers may use Skype, FaceTime, or some other video interviewing platform to conduct this initial applicant screening. ([See link to sample interviewing questions and script below.](#))

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### Step 7

**Interview by the hiring manager.** Once HR has selected those applicants with the required qualifications who seem to align with the organization's culture and values, the hiring manager will interview the candidate. Depending on the size of the organization, the hiring manager will typically conduct an initial face-to-face interview that will focus on the applicant's experience, skills, work history, and availability. Subsequent interviews may include interviews with other members of management, staff, executives or other members of the organization. This may be either one-on-one or in a group interview session. Final interviews may include conversations with the organization's senior leadership or a more in-depth discussion with the hiring manager. Final interviews are typically only extended to a very select pool of top candidates.

EAF provides interviewing training for supervisors and managers via a FREE online training course in [EAF's Online University](#) or via an [Interviewing Training Kit](#) that includes a fully customizable PowerPoint presentation and presenter's script.

### Step 8

**Applicant assessment.** During the course of the interview process, applicants may be asked to take a standardized test to assess such things as skills to perform the job, problem-solving ability, reasoning, reading comprehension, emotional intelligence, etc. These tests should be given to all applicants at the same point in the application process. Additionally, employers should ensure the tests they are using have been validated to show they do not adversely impact any particular group of individuals (gender, race, age, etc.).

### Step 9

**Decision.** Once applicants have completed the interview process and any pertinent assessments, the hiring manager should select the candidate who best qualifies for the job. If no candidate meets the hiring criteria, a decision should be made to determine whether or not to start the hiring process over.

### Step 10

**Offer letter.** Once a decision has been made, the applicant should be called to extend the job offer verbally and a formal offer letter should be sent to the applicant. At the same time, when talking with the applicant, they should be instructed to go to our designated lab for a drug screen, if applicable.

The offer letter should include details regarding the rate of pay, anticipated start date, benefits, etc. and should also include a statement that the offer is contingent upon a satisfactory background check and/or drug screen. Additionally, the applicant should be asked to return the signed offer letter by a specific date. [\(Link to sample offer letters can be found below.\)](#)

### Step 11

**Background/Reference Check and Drug Screening.** During the application stage, the applicant should have completed a consent form giving you authorization to conduct a background/reference check. Also, at the offer stage, they would have been instructed to go to our designated lab for a drug test within a specific time frame.

If the background checks and drug screening results are satisfactory, confirm with the employee via phone, email, or text their expected start date, time, etc.

If the background check is not satisfactory, follow the Fair Credit Reporting Act (FCRA) protocol for issuing pre-adverse and adverse action letters. (See EAF's [FCRA toolkit](#) for more information about this process.)

If there is a positive drug test result, follow your normal protocol to notify the applicant of this and formally withdraw the offer of employment. If you follow a specific federal or state Drug Free Workplace Program, you must follow those specific protocols for notifying the applicant of the failed drug test and that notification will likely include a copy of the drug testing results along with instructions about how to appeal the result. (See EAF's [Drug Free Workplace](#) toolkit (also see [Florida Drug-Free Workplace](#) toolkit about this process.)

**Step 12**

**Onboarding/Orientation.** [EAF's onboarding toolkit](#) provides a comprehensive guide to successfully onboarding new employees.

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**SAMPLE POLICES, FORMS, AND RESOURCES**

- [Hiring Policies](#)
- [Personnel Requisition Form](#)
- [Employment Application](#)
- [Interviewing – What You Can & Can't Ask](#)
- [Interviewing Guidelines & Suggested Questions](#)
- [Offer Letter](#)
- [Internal Job Posting Policies](#)
- [Internal Job Application](#)
- [Applicant Rejection Letters](#)
- [HR Audit – Recruiting & Hiring](#)
- [Work Opportunity Tax Credit \(WOTC\)](#)