

Town of Littleton



Hiring Policy & Procedures

The Human Resource Office (HRO), in conjunction with the Personnel Board and the Town Administrator¹, presents this Hiring Policy & Procedure document detailing the various steps and documents involved in a department’s internal hiring process and standardizing those steps and documents (such as application forms, letters, etc.) as much as possible. This Hiring Policy & Procedure document is being made available to departments in an effort to make the hiring process fair and consistent throughout the Town and help avoid hiring missteps. The Hiring Policy & Procedure document contains the following sections:

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¹ This document was also reviewed by the Town’s HR Counsel

INTRODUCTION

This document provides recommended timeframes within which certain activities should be undertaken to enable departments to make their final candidate selections in a timely manner. For example, it is highly recommended that resumes be screened during the posting period, so that interviews can be completed as quickly as possible following the close of the posting period. The procedures contained in this document will further help departments reduce the time it takes to complete the hiring process by providing samples of forms, documents, letters and process information. And lastly, the procedure will create an end-to-end paper trail which will document the process and compliance with federal and state regulations.

The procedures in this document do not apply to employees recalled after a workforce reduction, Senior Tax Work Program or Veteran's Tax Work Program. They do apply to temporary and seasonal hires, and all other actions for which a valid selection process must be used. The procedures may need adaptation for specific requirements enumerated in collective bargaining agreements (CBA).

For ease of reading, abbreviations have been used where possible. A list of definitions and abbreviations can be found at the end of this document.

A Hiring Process Guide for the hiring manager or committee chair to follow is contained in Appendix A for an overview of the process.

STAFFING VACANCY REVIEW

Determine Need and Identify Financial Resources

Once a need has been identified, adequate funding must be identified in order to proceed. If the position exists on the wage compensation and classification plan which governs the position, funding requirements can be accurately determined. Department managers should prepare a staffing vacancy review request in accordance with the Board of Selectmen's Policy No.8, which includes:

- Explanation of why the staffing vacancy exists or additional staffing is needed;
- Determination if this is an internal (promotion) or external hire process;
- A brief description of the position and how it fits in the department (attach job description);
- A timeline of the proposed new hire;
- A fiscal impact statement including wages, benefit and retirement costs;
- Alternative actions should the vacancy not be approved;
- Minutes of meeting showing board approval, if applicable;
- Suggested/intended appropriation source.

The staffing vacancy review request should be submitted to the Assistant Town Administrator for Finance and Budget (AAFB) to prepare a Staffing Vacancy Review to submit to the Board of Selectmen. If a job description does not exist, complete the following section prior to proceeding with the vacancy review request.

JOB DESCRIPTION

Prepare the Job Description

A critical first step in the hiring process is preparing or updating a comprehensive job description. The job description should set forth the essential functions of the job to determine the necessary and desired qualifications of the candidate. Job descriptions are pivotal in developing the screening criteria, preparing the questions for the interview and finally in the selection process. They are also essential to determine any fit for duty requirements before or during employment. HR can review the current job description database to determine if an up to date description is available. If not and a new job description is needed, managers should work with HRO in developing a new description and follow the format established for the Town (see Appendix B).²

The following information should be contained in a job description:

- Job title and grade;
- Position Purpose;
- Supervision: scope, supervision received, supervision given;
- Job Environment;
- Essential functions;
- Recommended Minimum Qualifications: education, training, experience, special requirements, knowledge, ability, skill, physical requirements.

From the job description, the following information should be extracted to develop the screening criteria, preparing the questions for the interview and making the final selection:

- **Primary Duties/Responsibilities:** the key responsibilities and the tasks necessary to fill these responsibilities (these are called “the essential functions of the job” as opposed to marginal functions);
- **Communication Requirements:** persons with whom the candidate will interact; types of reports or presentations that the candidate will prepare or make;
- **Supervisory Responsibilities:** who will report to the individual, what is the nature and scope of the job’s supervisory responsibilities;
- **Work Environment Characteristics:** pace of the workplace, daily schedule, is there travel involved;
- **Type of Supervision Received:** hands-on day-to-day supervision or minimal supervision;
- **Organizational Values:** organizational values needed in this position, e.g. “Focus on customer service”.

From all this information contained in or extracted from the job description, make a list of the experience, skills, characteristics, and subject matter knowledge required of a person entering the job. The list could include leadership qualities, management skills, computer expertise, interpersonal skills, ability to work under pressure, amount of supervision needed, and any physical abilities required to perform the essential functions of the job, with or without reasonable accommodation.

² Job description format from the Compensation and Classification Update by Human Resources Services, Inc. report for non-union employees dated February 29, 2012.

Classify the Job

After preparing the job description, HRO and the manager will obtain the classification for the position. Those positions governed by the Personnel By-Law will be submitted to the Personnel Board. Those governed by a CBA will be rated by HRO, the manager and the Dept. Head liaison to the Personnel Board. After approval and rating, the final job description will be issued by HRO complete with grade, step and approval date.

RECRUITMENT PLAN

At the time the staffing need is identified, the appointing authority should discuss a recruitment plan and identify resources and sources to be used to implement the plan. The **resources** needed for the plan will be those involved in the hiring process. Depending on the position to be filled, the appointing authority and/or department manager may work with one or two other key personnel and complete the entire process. However, for those positions governed by a public board and subject to the open meeting laws, a Preliminary Screening Committee (PSC) is recommended.

If a PSC is being employed, it is important to note several key points:

- **Size and Composition:** While the size can be varied, the committee must contain **less** than a quorum of the members of the parent public body. It is recommended that when soliciting members of a PSC, all major stakeholders be considered.
- Executive Sessions and Open Meeting Law Guidelines - The PSC may operate in executive session: While the PSC must comply with the open meeting law, the open meeting law permits a hiring subcommittee of a public body (PSC) to conduct the initial screening process in executive session after first convening in public session at a posted meeting, This does not apply to any stage in the hiring process **after** the screening committee or subcommittee votes to recommend candidates to its parent body. However it may include multiple rounds of interviews by the screening committee aimed at narrowing the group of applicants down to finalists. At the time that the executive session is proposed and voted on, the chair must state on the record that having the discussion in an open session will be detrimental to the public body's ability to attract qualified applicants for the position.

Note that a public body is not required to create a preliminary screening committee to consider or interview applicants. However, if the body chooses to conduct the review of applicants itself, it must do so in open session.

- **Responsibilities:** The governing body should clearly identify to the PSC its expectations: Is there a minimum or maximum slate of candidates they wish to receive? What is the budget for the recruitment process? What is the deadline for the final recommendations? How often do they expect progress reports?
- Every PSC should vote a chair, vice chair and secretary to facilitate the meetings and properly document the meetings.

The recruitment **sources** are where you will look to attract candidates.

The most inexpensive and most often overlooked method of recruitment is to hire from within. Many employers often overlook qualified employees willing and ready to take on new challenges. If you feel you have a potential internal candidate, consider an “internal only” recruitment plan. An internal recruitment plan will post the vacancy only within Town departments and external candidates will not be considered, even if they apply.

An external recruitment plan is valuable to bring new knowledge and talents to the position. An external advertisement should seek to augment the diversity of the potential pool of candidates to ensure a wide and varied selection of skills and personnel from which to choose. External hiring includes posting in all Town Departments and on the Town Website, but also accepts and encourages applications from all sources. There are many no-cost ways to recruit a diverse pool of candidates.

No-cost recruitment sources:

- referrals from current employees;
- word of mouth to friends, neighbors, and professional contacts;
- professional and personal acquaintances, valued customers and others;
- bulletin boards and job placement offices at technical schools, high schools, colleges, universities and other educational institutions, and their alumni associations;
- bulletin boards at community centers and libraries;
- local professional organizations such as the chamber of commerce, women’s groups, trade organizations, and diversity, multicultural and disability organizations;
- public employment services such as the local Career Centers, and;
- customers, vendors, and businesses that are downsizing.

In many instances paid advertisement should be employed. HRO will coordinate the placement of the advertising, working with the responsible manager. Vehicles that may be employed are newspapers, professional journals, and online recruiting sites.

VACANCY ANNOUNCEMENT

Obtain Initial Approval to Post

Prior to advertising a vacancy, departments should ensure that they have obtained any required approvals to post the position and have a recruitment plan in place.

All postings should be reviewed with HRO to ensure legal components are met.

Prepare and Post the Vacancy Announcement

Taking the time to prepare an appealing vacancy announcement that states the specifics of the position’s duties will be helpful in attracting applicants for the position, whether this is an internal or external hire. It is important to present the information in an interesting and exciting fashion.

The advertisements should include a brief job description of the main duties to be performed, the Required Minimum Qualification (RMQ), special requirements, and preferred qualifications. Additional information should “sell” applicants on responding. Put a positive spin on the ad by pointing out good things about the position or department and the Town’s excellent benefits. Be clear how one applies for the position by specifying if a resume and cover letter and/or completing the Town’s Employment Application is required (see Appendix C).

As a minimum, the vacancy announcement should include the following:

- Job Title and a **summary** of the position that will spark initial interest, identifying the challenges and rewards of the position, scope of the responsibility, the area to be managed, as well as the reporting relationships. Use language that is dynamic and inviting.
- A description of the **duties and responsibilities** that identifies the main tasks (essential functions) to be performed by the incumbent.
- The **minimum required qualifications** for the position title which describe the minimum level of education and/or experience and substitutions for such that an applicant must possess in order to be considered for a job.
- **Special requirements** from the official class specification for the position title, such as special registration, licensure, certification or educational credentials, bi-lingual skills, etc., that the job requires.
- The **preferred qualifications** identify the approximate level (amount) and type of experience, education, subject matter knowledge, professional skills and abilities being sought in the successful applicant.
- **Starting Pay Range** – typically between steps 1 and 3, depending upon the candidate’s qualifications
- **Directions** on where and how to file an application with the HRO and the deadline to do so. For some positions, an application may be all that is necessary. For other positions, a letter of interest and a resume are essential.

For INTERNAL hires the posting should include the additional following information:

- The **search** is limited to internal candidates (current employees) only.
- If applicable, the process will result in a **“hiring pool”** of candidates that will be retained and may be utilized for additional promotions within six (6) months.

All vacancies will be submitted to the Town Clerk for posting on the Town Hall Bulletin Board. The Town Clerk will forward a copy of all accepted postings to HRO. After legal posting, the HRO department will advise the PSC or Department Head that they are legally posted and they may proceed with their recruitment plan. Unless governed otherwise by a CBA or identified internal posting, HRO will post all openings to the Employment Opportunities page of the Town web site.

SCREENING PROCESS

Develop Screening Criteria

Prior to reviewing any applications, standard screening criteria must be developed. The purpose of the screening criteria is to narrow the applicant pool to only those that meet the specified competency levels and then to allow a rating of the candidates in the core competency areas.

The screening criteria based on the Required Minimum Qualifications (RMQ), special requirements, and the essential skills and subject matter knowledge that an individual must possess in order to do the job.

Use screening form Appendix D to record the results of the screening process; this will also ensure consistency of screening. The screening criteria should be based on competencies that generally would/should/could be listed on the resume.

Screen Cover Letters and Resumes

All applicants must be screened using the same criteria. It is strongly recommended that more than one person screen cover letters and resumes. Often the chair, department head or a screening sub-committee is tasked with weeding out those that clearly do not meet the RMQ so as not to waste the time of the Preliminary Screening Committee. If this is employed, a list of those applicants recommended for initial elimination can be provided to the committee at large to quickly move forward – or allow any committee member to request a reconsideration of a particular applicant.

When screening, do not just focus on the resume. Look for personalized cover letters with the correct titles, address, and specifics of the position. If communication skills are essential to the position, the cover letter will provide a means of assessing the applicant's writing skills. The cover letter should be reviewed for the following:

- is it personalized?
- is it free of typos and incorrect grammar?
- is it in correct letter format?
- is it one page, 3-4 paragraphs?
- does it contain an introductory paragraph that explains why the applicant is applying for the position?
- does it contain one or two middle paragraphs highlighting accomplishments and experiences?
- does it contain a closing paragraph stating what action the applicant will take?

Various types of resumes exist, from chronological to functional. Whatever format the applicant chooses to use, when screening resumes look for the following:

- communicates interest in the offered position
- summarizes skills, accomplishments, education, and work experience
- the applicant's skills and background meet the screening criteria established and supports the ability to perform job
- does the applicant's job history demonstrate progress, i.e., increased responsibility?
- does the work history reflect job stability (but consider market conditions that may cause instability for certain types of jobs)?
- is no more than 2 pages
- does not contain typographical errors.

During the screening process, keep in mind the Town's commitment to establish a highly talented workforce that reflects diversity.

When complete, the screeners can cross reference their results, review and make the final decisions regarding who to invite for an interview. The screening criteria should also enables screeners to reduce the applicant pool to a reasonable number of potential interviewees. A good target in terms of the number of candidates is from three to seven (or 20% for large applicant pools): this will allow a good basis for comparison without requiring an unreasonable time commitment to conduct the interview process. Every effort should be made to interview all qualified internal applicants that apply. If the screening process results in fewer than three candidates possessing the essential competencies, consider reposting the position.

Once applicants have been identified as not meeting the RMQ and will not be considered for an interview, a correspondence should be generated by the HRO advising them of this status and thanking them for their interest.

Telephone Screening

Once the written submittals have been screened, telephone interviews can be an excellent and efficient assessment tool if further qualification is needed. From a conversation you may be able to determine if an applicant is genuinely interested in the type of work the position involves or is just looking for something to pay the bills until something better comes along. It also gives you an opportunity to clarify skills or training and eliminate applicants who do not meet the job requirements. A few minutes on the phone is much less time consuming than personally interviewing each applicant. Screeners should, at a minimum, record the date, time and key information from the telephone interview using the Applicant Screening Form (*Appendix D*).

INTERVIEW

Employment Application Form Required

It is required that all candidates selected to be interviewed complete the standard Town of Littleton Application form prior to the interview. The easiest way to do this is to email the document to the applicant with confirmation of their interview time and place. The Town of Littleton Application for Employment is provided in Appendix C and is based on the Commonwealth of Massachusetts Employment form. With the HRO's approval, departments may add pages to the application form, but no pages may be removed.

The information on the application will supplement the information contained in the resume and gathered during the interview and be screened to determine any conflict of interest issues that may otherwise go unnoticed.

Guidelines for Structured Interviews

Selecting a qualified candidate for the job is the #1 priority of the selection process. The employment interview is conducted to learn more about the suitability of the candidate under consideration for a particular job. Simply put, the interview is a formal, in-depth conversation conducted to evaluate an applicant's compatibility for the job opening. **Your task is to actively listen and observe how the candidates construct their thoughts in response to your questions.**

There are clear limitations to the utility of interviews due to the very human nature of the process. So, whereas it may be difficult to change or modify the behavior of individual interviewers (although extensive training of interviewers will help), the process itself may be improved. To this end, it is strongly recommended to use a structured interview, which will make the interviewing process more systematic.

The intent of a structured interview is to have all applicants be treated the same way when applying for a position. A structured interview requires all applicants applying for the same job to be asked the same job-related questions. A structured interview provides more objectivity to the interview process through interview panels, prepared questions based on the job description, and rating forms. Depending on the nature of the position, a structured interview should be 30-45 minutes for an entry level position and up to 90 minutes for a managerial position.

Convene an Interview Team

Use of an interview team, i.e. more than one interviewer, is the preferred approach for conducting interviews. Ideally, a team of three to five interviewers should be able to provide ample perspective, and having a team that consists of culturally diverse members will increase the richness of the perspective that the team can provide. Larger teams can overwhelm an applicant, hampering performance during the interview. In addition, the presence of more interviewers can easily overburden the process, resulting in an interview that feels more like an interrogation. The same team should be used for all interviews for a given position, and all team members should be present for each interview. Preferably the team members should be at the same or higher organizational level and representatives from the specified profession should be included.

The team should meet during the posting period. The objectives of that initial meeting are:

- review the vacancy announcement and job requirements
- discuss the scheduling of interviews
- determine the length of the interview
- review and gain agreement regarding the interview questions and format of the interview, such as whether or not questions will be redirected
- review the scoring instructions and the process for selecting the candidate who will receive a second interview
- assign questions to team members
- practice the interview
- review the resumes

One member of the team should be identified as the team leader. For a Preliminary Screening Committee, this would be the Chair. The team leader will be responsible for conducting the flow of the interview, including introductions, explanations of the entire interview and selection process, additional information about the position, initial questioning, control of the interview, follow-up questions and conclusion of the process. After the interview process is complete, the leader will prepare summary results of the applicants interviewed.

- **Small Group Interviews:** For some positions not hired by a public body, a small group interview is sufficient. This would include the manager or supervisor and perhaps one co-worker. It is less stressful on the applicant that facing a group of people and in most cases much more expedient.
- **Preliminary Screening Committee Interviews:** For positions with more responsibility and authority, and those governed by a public body, a Preliminary Screening Committee may be more appropriate. The process of creating a group consensus reduces the likelihood of individual biases influencing the final decision, and is therefore likely to produce a better decision. Consideration should be given to the makeup of the panel relative to all stake-holders: prospective employee's immediate manager, an HR representative, a manager from another department, a citizen etc. *Remember a screening committee formed by a public body can interview in executive session whereas the public body may not. (See: Executive Session and Open Meeting Law Guidelines in the Recruitment Plan section above).*
- **Job-related Questions:** (Use Appendix E). During the interview, applicants are asked identical, pre-determined questions, and their responses are written down in summary form. Job descriptions help interviewers focus their attention on relevant, job-related information and to confine their interview questions to the essential functions of the job. Job descriptions should be perused before the interview begins. By using job descriptions, the interviewers can assess the

relative weight or importance of each component of the job. The job descriptions also provide a useful frame of reference for developing structured interview questions. The same set of questions *must* be used throughout the interview process.

- **Interview Rating Forms:** (Use Appendix F). Interviewers can use job-related information most effectively when their questions and assessments are guided by a rating form. In other words, the job's major qualifications should be listed separately on a rating form, and each of these should be covered by a set of appropriate questions. The rating form thus prompts each interviewer to rate the applicants on all critical job behaviors as identified in the job description. The rating process can be further improved by anchoring questions to specific behaviors. At this stage, the interviewers develop a scoring system for each question. The scoring process involves developing examples of excellent, acceptable and marginal answers to questions or generally determining what kind of response is wanted. Next, numerical weights are pre-assigned to particular responses (e.g. Excellent=5, Acceptable=3, and Poor=1). Individual questions may be weighted in terms of the overall importance of the particular skill being assessed to the job as a whole, to obtain a weighted score.
- **Do not doodle or write personal notes on the forms used to interview a candidate.** These forms become part of the permanent record kept for 1 year.

Using screening committees, predetermined questions, and rating forms may appear to make interviews impersonal and certainly take effort to organize. However, at the same time, they improve the quality, consistency and legal standing of the process. Spontaneity is sacrificed for the consistent treatment of applicants and to prevent raters from making snap judgments. Highly structured interviews predict job success more accurately than informal approaches.

Prepare Interview Questions

The purpose of the interview questions is to learn about the candidate's work experience, his/her knowledge, skill, and abilities, his/her management style and his/her career and professional goals from a variety of angles. Additionally, the interview questions should give the interviewers an idea of the candidate's motivation to perform and experience working with a diverse workforce. An excellent predictor of future job performance is past job performance.

Who develops the questions? The questions can be developed by HRO personnel, the hiring manager, the interview team or some combination thereof. Regardless of who develops them, the interview questions should focus on job related qualifications. The questions to be used should be reviewed by HRO prior to conducting the interviews to ensure no civil rights or ADA violations.

What are some general procedures to develop the interview questions? A well-prepared job description is critical in developing interview questions. Using the list of experiences, skills, characteristics, and subject matter knowledge, developed from the job description, draft a series of questions.

Questions should:

- measure knowledge, skills and ability needed to do the job.
- assess only prerequisites for performing important aspects of the job.
- not be based on knowledge, skills and abilities to be learned on the job.
- not focus on specific agency rules, regulations, and policies (the applicants are not expected to know such information.)
- be open-ended, requiring more than a yes or no response.
- not be predictable or telegraph the response that is being sought.

- allow the interviewers to explore the candidate's current and previous positions and search for the highlights of these experiences.
- allow the interviewers to uncover the candidate's preferences and work behaviors.
- focus on the candidate's professional skills and knowledge.
- allow the candidate to recall and describe specific events to give the interviewer an opportunity to determine whether the candidate has desired skills based on the candidate's behavior in the situation.
- seek information about the candidate's management style, as well as his/her preferences regarding management style of the supervising manager.
- focus on the candidate's past and future goals.
- allow the candidate the opportunity to summarize strengths and identify potential areas of development and explain his/her approach to professional development.

Keep in mind that it is better to have five or six good questions than 10 or more vague questions. The information obtained from a single question may allow the interviewer to assess multiple areas being explored in the interview. Appendix E provides an extensive list of interview questions. Choose a combination of questions that will allow the interviewers to make an assessment of whether the individual has the work experience, skills, characteristics, and the subject matter knowledge required to do the job. Remember these can include leadership qualities, management style, ability to work under pressure, etc.

At the same time is just as important to know which questions you cannot ask due to discrimination laws. **Appendix Z should be consulted to ensure that questions used for the interview are non-discriminatory.**

THE RATING PROCESS

The rating form (Appendix F) is an individual assessment form used to score candidates based on the information obtained during the interviews as well as knowledge gleaned from their applications. The interviewer should rate the individual as well as indicate comments as necessary.

The point scale. Using a standardized point scale minimizes an interviewer's biases. You will find a scale of 1 – 5 indicated where 5 is Excellent and 1 is Poor. When applicants are compared to one another, generally the applicant with the highest score is the first choice. However, the interview team, prior to starting the interview, should determine how they will handle the following:

- tie scores
- large discrepancies in the scores.

Using a separate rating form for each candidate, each panel member scores the candidate interviewed on each question. Then at the end of the interview process, the team leader prepares a summary interview form (Appendix G) that includes the scoring results by each interviewer for each candidate. The rating sheets will be submitted to the HRO with other required materials at the conclusion of the selection process. **It is important to know that these rating sheets may be used in defense of a hiring decision in the event of a challenge.**

Each interviewer scores each candidate based on responses to the questions and not on superficial factors such as his/her attire. Interviewers should not let the response to a single question sway the scores given on the remainder of the questions. The interviewer should examine any assumptions he/she makes of someone's nonverbal behavior; remember that such behaviors often have a cultural significance. Most candidates will be nervous, and their anxiety will be reflected in their behavior during the interview. The interviewer should focus the evaluation not on the nervous behavior, but on the responses to the questions.

Comments can include descriptions of the candidate's behavior during the interview, for example:

Candidate spoke in a monotone.

- Notes regarding content presented by the candidate are also appropriate: *received a national award; demonstrated clear understanding of managing diversity in the workplace.*
- Notes regarding inferences drawn by the interviewer about a candidate are not appropriate. *Candidate appears lazy and unmotivated.*
- Interviewers should also take care not to record irrelevant information on scoring sheets, nor to doodle on them, as this information could also come into question in the event of a challenge.

Conduct First Round of Interviews

The interview is critical to a successful hire. Common mistakes are that the interviewers talk too much and fail to get adequate information from the candidates. Additionally, interviewers fail to manage the flow of the interview or are just not prepared.

Consideration should be given to where the interview will be held. The location should be accessible, private, comfortable, and free of distractions.

- **Accessibility**- Choose a location that the candidates can easily find and that is accessible to individuals with disabilities; provide clear directions to candidates on how to find the location;
- **Privacy** - Ideally the interview should take place behind closed doors;
- **Comfort** - Select a pleasant and comfortable environment. The seating arrangement should be conducive to discussion; chairs placed around a table are optimal;
- **Minimum Distraction** - Eliminate interruptions, including phone calls that might prevent full concentration on the interview.

All the supplies needed for the interview should be readily available. Have available: rating forms, pens, paper, resumes, and position descriptions for members of the interview team. For the candidate, have relevant job-related information such as: an organization chart, a department newsletter, benefit information, and the interviewer's business card.

It is important to create a comfortable and relaxed atmosphere for the candidates. If the candidate is relaxed, the interviewers will get more and better quality information. Furthermore, it will be giving a good impression of the agency that may increase the "acceptance rate" of talented candidates.

Greet the candidate by name. The interviewer introduces himself/herself, giving his/her name, title and, if necessary, a brief sentence or two about where he/she fits in the organization. The tone of the greeting should be warm and pleasant. Once in the interview room, introduce the candidate to the other panel members. Finally, thank the candidate for coming to the interview.

The interview provides the interviewers with a brief opportunity to gain much information. To do this, a well-planned guide for structuring the interview is needed. The model presented here includes 3 main sections: the introduction, the questions, and the closing.

Introduction: includes the initial greetings, introductions and small talk designed to put the candidate at ease. Please remember, small talk cannot be related to any protected classifications: race, religion, age, gender etc. Present an overview statement describing the interview process. Outline the position's duties and responsibilities as clearly as possible, and ask the candidate if he or she is able to perform the essential functions of the job. This provides the candidate with information about what will be covered in

the interview and serves to demonstrate to the candidate that the interviewer will control the interview structure. Inform the candidate that panel members will be taking notes.

Questions: Many approaches exist for interviewing candidates. Research points to the advantages of a structured job interview that focuses on a candidate's work history and experience. The interviewers' job is to explore the candidate's work history from a variety of angles, enabling them to learn about the candidate's specific skills, conditions that motivate the candidate to excel, management style, and experience working with a diverse workforce. Time in the interview is limited, so narrow the list of questions to be asked.

When selecting questions for the interview, remember that there will most likely be at least one follow-up interview for the finalists. Determine which questions are more appropriate for the initial interview, and which questions are more appropriate for a second interview. After asking the questions, provide the candidate with an opportunity to present any other information that he/she feels is particularly relevant.

Closing: The interviewers have the opportunity to explore the candidate's level of interest in the job. Provide the candidate with an opportunity to ask questions. This is an opportunity to address any concerns the candidate might have, as well as a chance to "sell" the benefits of the position.

Next, "market" the agency as a rewarding place to work by providing some information about the agency including brochures or pamphlets that describe the agency and the work it does. Provide any articles highlighting the success of the department and other attractive information.

Next, inform the candidate of next steps, as well as tentative timelines for the decision process. Have the applicant sign a release of information authorization on the reference check forms, and ask the applicant what he/she believes will be said about him/her from the references. This provides an opportunity for the candidate to explain any negative feedback that the interviewer might receive, and the interviewer to hear the candidate's side of the story.

Immediately after each interview has concluded and the applicant has been escorted out, each panel member should total the ratings for each question to arrive at a total score. Each panel member's total score for the applicant is then listed on the summary rating form.

At the conclusion of the first round of interviews, the scores listed on the summary rating form for each applicant are totaled.

Conduct Second Round of Interviews

If necessary, a second interview can be initiated to enable the group to be reduced the applicant pool to the top two or three candidates, based on information gathered from the resume, application, and first interview. The second interview could be used as an opportunity for the supervising manager to evaluate the candidate. It provides a valuable means to cross check information and to obtain additional details on the candidates.

As part of the second interview, candidates should have an opportunity to meet individuals with whom they may be working, tour the facilities, review agency philosophy, and ask additional questions. The applicant will find a second interview very valuable. This establishes a good starting point to build a future employment relationship.

The second round of interviews should be conducted in the same manner as the first round of interviews.

Analyzing the Scores

Following the final interviews of all candidates, the hiring manager should ensure Appendix G is completed with the total score for each candidate. Scores are taken from each member's Individual Rating Form (Appendix F). Once the total scores are known, the committee should reflect on the scoring to arrive at a ranking of the candidates. Many times a candidate that has the highest score may not be highest in the ranking if there are other factors at play such as demeanor, faux pas during the interview etc. Ideally this lack of qualification should be reflected in the scoring but many times it is difficult to quantify. Sometimes at the end of the process it is realized a candidate is not the best fit for the department. It is acceptable not to recommend the highest scoring candidate as long as prejudices are not a factor in the decision and the recommendation is well documented in the comment section of the Interview and Ranking Form (*Appendix G*).

Following the discussion, a final candidate, or candidates, should be identified. Depending on the process, this could be the desired applicant to hire; but if the committee was tasked with recommending the top three candidates, this will be a recommendation of candidates to proceed to the next step in the process.

Veteran's Hiring Preference

As stated in the Town Code §32-2 and certain collective bargaining agreements, if two or more individuals are equally qualified to perform the work to which the employment relates, a qualified veteran shall be offered the position over the other qualified candidates. For the purposes of this section, a veteran is defined as a resident of the Commonwealth of Massachusetts for at least six months at the commencement of their employment who are veterans as defined in G.L.c. 4 § 7, Clause 43.

FINAL SELECTION

Check References

The hiring manager or human resources office should conduct reference checks. **Please note that NO reference checks should be done without the signed release contained in the Employment Application.** If the prior employer requests a copy of the pre-employment release signed by the candidate it can be shared with private information redacted. Refer to Appendix I for reference check forms.

Reference checks should be completed by phone or in person. Employment references are useful primarily as confirmation of prior employment, dates and salary. It is recommended that the reference check be started by attaining factual information verifying employment. From there proceed to more detailed information regarding the applicant's communication skills, satisfaction of co-workers, supervisor's satisfaction with performance, ability to meet demands of the job and most importantly, the agency's willingness to rehire. Reference checks may unveil potential problems in applicants, especially when there are conflicting statements between the applicant and the reference. Accurate or detailed reference checks may be difficult because many companies avoid providing detailed information regarding the applicant. Applicants not hired may sue their current or prior employer for giving defaming references.

Consider all the information gathered from all the references. Do not be overly swayed by one negative reference. One negative reference may be the result of a strained interpersonal relationship.

Note for Driving positions, RMV checks will be conducted by HRO once a conditional offer is made. In addition, any position requiring a CDL will prompt a “Release of Information Form – CFR 49” to be sent to the previous employer by HRO as part of the background check. Degrees and Certificates will be verified by HRO whenever possible.

Recommend a Candidate for Hire

Based on the outcome of the scores, the ranking and the information gathered from the reference checks, the final candidate(s) should be selected and recommended for hire or recommended to the public body for consideration. *Please remember, once a recommendation by a PSC has been made, all discussions must be conducted in open session.*

APPROVAL/APPOINTMENT

Approval Process

If a public board is the appointing authority, the hiring manager compiles a hiring package that includes a cover memorandum (*See Appendix J – Sample Appointment Request Template*) explaining why the candidate is being recommended and describing the process followed. The hiring manager’s memorandum should indicate whether the candidate was internal or external and include a copy of the candidate’s employment application and resume (if provided). The item is placed on an agenda for a vote. The Board may or may not invite the candidate back for the formal vote of appointment.

If the appointing authority is not a public board, or the appointment is subject to the approval of a manager, the hiring manager should compile a hiring package the includes a cover memorandum (*See Appendix J – Sample Appointment Request Template*) requesting the approval to appoint and detailing why the candidate is being recommended and describing the process followed. The memorandum should indicate whether the candidate was internal or external and include a copy of the candidate’s employment application, resume (if provided) and a copy of the reference check sheets.

Upon receipt of approval, the candidate’s package as well as the rating sheets and documents for all of the candidates is sent to HRO. HRO reviews the hiring paperwork to determine whether or not the requirements contained in the Town’s EEOC Policy have been met, the candidate is legally able to be hired, and if any conflict of interest issues exist. HRO sends a conditional offer letter to the selected candidate, conducts background checks and schedules necessary medical screenings. Upon successful completion of these items, the offer is confirmed by HRO and a start date set.

Once the candidate has started in the position, the HRO notifies all candidates of non-selection. However if for any reason the newly hired employee does not continue employment for longer than 90 days, the finalists from the interview process may be recalled for consideration without initiating a new employment search.

HRO will retain all employment search documents in accordance with MGL and Federal Laws.

DEFINITIONS:

1. Applicant: Any individual who applies for an employment position
2. ATAFB: Assistant Town Administrator for Finance and Budget
3. Candidate: Any individual who is interviewed for an employment position
4. CBA: Collective Bargaining Agreement
5. CDL: Commercial Driver’s License
6. Diversity: Differing characteristics and qualities

7. External Hire: Appointing a non Town employee to a vacant employment position.
8. Hiring Pool: A list of qualified candidates (non-ranked) that are less than 6 months from initial application and may be called to fill an open position without additional posting.
9. HRO: Human Resource Office
10. Internal Hire: Advancing a current Town employee into a vacant position.
11. MCAD: Massachusetts Commission Against Discrimination
12. MGL: Massachusetts General Law
13. MHP: Model Hiring Plan
14. PSC: Preliminary Screening Committee
15. Posting: Official posting with the Town Clerk.
16. Reclassification: Reassessing the current duties of a job description to ensure the position is at the appropriate grade of the classification plan.
17. RMQ: Required Minimum Qualifications
18. RMV: Registry of Motor Vehicles
19. State: State of Massachusetts
20. TA: Town Administrator
21. Town Web Page: Littletonma.org
22. Town: Town of Littleton

Appendix A – Hiring Process Guide

<i>Process</i>	<i>Responsibility</i>	<i>Description</i>	<i>Support Section in Document</i>
1. Create or update job description	Hiring Manager *	Ensure that the job description is up to date. Make changes if necessary. See <i>Appendix B</i> for sample layout.	Prepare the Job Description
2. Resolve classification issues, if necessary	Hiring Manager	If significant changes have been made to the job description the manager should have the job description re-graded.	Classify the Job
3. Determine if hire will be an internal promotion or external hire.	Hiring Manager	Develop a recruitment plan that identifies how the process will move forward (internal vs external; selection committee vs smaller group)	RECRUITMENT PLAN
4. Obtain approvals to post	Hiring Manager	Obtain necessary approvals to fill a position	Obtain Initial Approval to Post
5. Prepare vacancy announcement	Human Resource Department	Posting and advertisement (if applicable) are prepared.	Prepare and Post the Vacancy Announcement
6. Post vacancy for 14 days/ Place ads if necessary	Town Clerk / Human Resource Office	All vacancies are posted with the Town Clerk. Once posted, ads may be placed according to the recruitment plan.	Prepare and Post the Vacancy Announcement
7. Develop screening criteria	Hiring Manager	Establish screening criteria based on job's required minimum qualifications. Use screening form (<i>Appendix D</i>) to record results.	Develop Screening Criteria
8. Request employment applications	Hiring Manager	Depending on the position applications should be requested either upon applying for the position or prior to the applicant being interviewed.	Employment Application Form Required
9. Screen initial applications and/or resumes	Hiring Manager / Human Resource Office	Initial screening of applications based on criteria developed above. Initial screening should be performed by more than one person. Use Screening Form (<i>Appendix D</i>)	Screen Cover Letters and Resumes
10. Convene interview panel	Hiring Manager / Interview Panel	Prepare screening committee by discussing screening criteria and process for interviews; develop interview questions. See <i>Appendix E</i> .	Convene an Interview Team

	<i>Process</i>	<i>Responsibility</i>	<i>Description</i>	<i>Support Section in Document</i>
11.	Schedule Interviews	Hiring Manager	Schedule interviews for eligible applicants	
12.	Conduct first round of interviews	Interview panel	Interview candidates scoring responses on Individual Rating Form (<i>Appendix F</i>)	Conduct First Round of Interviews
13.	Conduct second round of interviews	Interview panel	If more than one qualified candidate, a second round of interviews may be conducted	Conduct Second Round of Interviews
14.	Analyze Scores	Hiring Manager	Compile interview panels Rating Forms and summarize on Summary Sheet (<i>Appendix G</i>)	Analyzing the Scores
15.	Check References	Hiring Manager	Appropriate references can be checked prior to placing an offer to the selected candidate. The Hiring Manager should discuss potential questions that may be asked to references with the Human Resource Office (HRO) prior the check.	Check References
16.	Recommend Candidate	Hiring Manager	Once references have been verified the Hiring Manager may recommend a candidate to the Appointing Authority.	Recommend a Candidate for Hire
17.	Approval / Appointment	Appointing Authority	Approve candidate for position Complete Hiring Package (<i>Appendix J</i>)	APPROVAL/APPOINTMENT
18.	Final details prior to start of employee	Human Resource Office	The HRO must complete the following prior to the employee being officially hired: <ul style="list-style-type: none"> 1) Send conditional offer letter 2) Conduct background and CORI checks 3) Schedule medical appointments 4) Confirm offer and establish start date 5) Payroll authorization form completed by Hiring Manager All documentation of the entire process should be submitted to the HRO.	Approval Process

*Hiring Manager also refers to, in some cases the Appointing Authority.

Appendix B – Job Description

GRADE:

TITLE

Position Purpose:

Supervision:

Supervision Scope:

Supervision Received:

Supervision Given:

Job Environment:

Work is performed under typical _____ conditions;

Operates

Makes regular contacts withContacts are by

Essential Functions:

(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

Recommended Minimum Qualifications:

Education, Training and Experience:

Knowledge, Ability and Skill:

Knowledge:

Ability:

Skill:

Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. Lifts/moves objects weighing up to

(This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.)

Appendix C - Application for employment



TOWN OF LITTLETON

Application for employment

ALSO SEE JOB POSTINGS AT
[HTTP://WWW.LITTLETONMA.ORG](http://www.littletonma.org)

IMPORTANT

Instructions for completing the application form.

1. Type or print clearly in black or blue ink.
2. Answer every question fully and accurately. If not applicable, please put N/A.
3. For an applicant for employment who meets the minimum entrance requirements, the Town of Littleton may review, if applicable:
 - Criminal Offender Record Information (C.O.R.I.) and;
 - Sex Offender Registry Information (S.O.R.I.) and;
 - The Central Registry of Child Abuse/Neglect reports maintained in accordance with M.G.L. Chapter 119, Section 51 B.
4. If an offer of employment is made to you, the Town of Littleton may declare that the offer is contingent upon the successful results of a medical exam, references, and/or a tax and background check.
5. **Providing false or materially inaccurate information on the application or during the application process will be cause for disqualification for employment or dismissal at any time during employment.**
6. Read certification and releases carefully before signing.

This application will be kept on file for one year but applicants are responsible for applying for each vacancy for which there is an interest in being considered.

Town of Littleton
APPLICATION FOR EMPLOYMENT

WE ARE AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER
the policy of the Town of Littleton to afford equal employment opportunity to all qualified persons regardless of race, color, religion, ancestry, national origin, age, military status, sexual orientation, gender identity, isability, genetic information, or gender, or any other protected classification, except where age or sex is a bonafide occupational qualification as allowed by the Civil Rights Act of 1964.

PERSONAL INFORMATION	
Name (First) (Middle) (Last) <input type="checkbox"/> Mr. <input type="checkbox"/> Ms.	Home Telephone Number
Mailing Address (Street) (City) (State) Zip(Postal) Code	Personal Cell Phone
Home Address (if different from mailing address)	Personal E-Mail Address
Are you authorized to work in the U.S. on an unrestricted basis? YES <input type="checkbox"/> NO <input type="checkbox"/>	Have you received unemployment benefits in the past 12 months? <i>(required question for applicants to federal stimulus jobs)</i> YES <input type="checkbox"/> NO <input type="checkbox"/>
Are you over 18 years or older? YES <input type="checkbox"/> NO <input type="checkbox"/>	
Who referred you? Employment Agency <input type="checkbox"/> Employee <input type="checkbox"/> Newspaper advertisement <input type="checkbox"/> Town of Littleton Web Site <input type="checkbox"/> Other Internet job site <input type="checkbox"/> Other : _____ _____ _____	
Do you have an application pending for unemployment benefits? <i>(required question for applicants to federal stimulus jobs)</i> YES <input type="checkbox"/> NO <input type="checkbox"/>	

EMPLOYMENT DESIRED	
Position Applied For:	How soon can you can start if a job offer is made?
Have you worked for the Town of Littleton before? NO <input type="checkbox"/> YES <input type="checkbox"/> Dates:	Starting salary desired
Are you currently serving on any Town of Littleton Boards or Commissions? NO <input type="checkbox"/> YES <input type="checkbox"/>	
If yes, which one:	
Are you available for full time work? YES <input type="checkbox"/> NO <input type="checkbox"/>	Are you available for part time work? YES <input type="checkbox"/> NO <input type="checkbox"/>
Have you reviewed the essential functions of the job as listed on the job posting ? YES <input type="checkbox"/> NO <input type="checkbox"/>	
In addition to your work history, what other experiences, skills or qualifications would qualify you for this work? _____ _____ _____	

EDUCATION					
Name of School	Location City	State	Main Course of Study	Did you Graduate	Degree
List any additional education or training:					

PROFESSIONAL REFERENCES - (not personal): List 3 people not related to you who can comment on your work performance.				
Name	Address	Occupation	Telephone Number	Years Acquainted
1				
2				
3				

MILITARY SERVICE INFORMATION

This information is furnished on a voluntary basis.

Check all that apply : Veteran Disabled Veteran Vietnam Era Veteran

Dates of Service: to Branch?

If Vietnam Era Veteran, have you been certified by the Office of Diversity and Equal Opportunity? YES NO

If yes, what is the Certification #? _____

(Please attach Form DD214 or a copy of ODEO certification.)

IMMEDIATE FAMILY WORKING IN THE TOWN OF LITTLETON

Per [Chapter 93 of the Acts of 2011](#) and Executive Order 444, please disclose any immediate family members, including those related to your immediate family by marriage, who is employed by the Town of Littleton. You are required to complete the information below. "Immediate family" is defined as a spouse, parent, child or sibling or the spouse of the candidate's parent, child or sibling, Aunt, Uncle or In-laws. Please identify those employed as regular or contract employees, or elected officials. This "sunshine disclosure" is intended to ensure that the citizens of our Town have full confidence in their government and its hiring process. The disclosure will not be used to exclude any qualified applicant seeking a position from receiving full consideration based on the merits of his/her credentials and the requirements of the job. Attach additional pages if needed.

Name of Relative	Relationship	Title of Relative's Job	Town Department

EMPLOYMENT HISTORY Are you employed now? <input type="checkbox"/> Yes <input type="checkbox"/> No		COMPLETE ALL INFORMATION IN FULL. All applicants must complete this page even if they are also submitting a resume. Begin with your most recent employment, including any present employment. Your present employer will not be contacted without your permission. You may include any verifiable work performed on a volunteer basis. Any gaps in employment must be briefly explained.	
Company Name		May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Street Address		Telephone	Specific Duties
City & State		Postal Code	
Job Title			
Supervisor			
Dates Employed:		From To	Salary Reason for Leaving
Company Name		May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Street Address		Telephone	Specific Duties
City & State		ZIP (Postal) Code	
Job Title			
Supervisor			
Dates Employed:		From To	Salary Reason for Leaving
Company Name		May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Street Address		Telephone	Specific Duties
City & State		ZIP (Postal) Code	
Job Title			
Supervisor			
Dates Employed:		From To	Salary Reason for Leaving
Company Name		May we contact? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Street Address		Telephone	Specific Duties
City & State		ZIP (Postal) Code	
Job Title			
Supervisor			
Dates Employed:		From To	Salary Reason for Leaving

ALL APPLICANTS MUST SIGN AND SUBMIT THIS PAGE

**RELEASE AND CERTIFICATION
PLEASE READ BEFORE SIGNING**

I understand that the foregoing will be verified in order to expedite my application for employment with the Town of Littleton. I hereby authorize the Town to conduct a full investigation into my background.

I authorize the Town to obtain my previous work records, employment records, character references and any other information concerning character, ability and habits and all other necessary information. Further I grant authority to the keeper of these records to release said records to the Town for the purpose of making its hiring decision. I agree that the Town shall not be liable in any respect if a job offer is not extended, is withdrawn, or my employment is terminated because of false statement, omissions or answers made by me on this application. I agree that my previous employers shall not be liable with regard to any information provided by them in connection with this release.

I certify under the pains and penalty of perjury that all statements made by me on this application are true and complete to the best of my knowledge and that I have withheld nothing, which, if disclosed, would affect this application unfavorably. I understand that any false statements, omissions or answers made by me on this application can result in my immediate termination.

In compliance with the Immigration and Reform and Control Act of 1986, I understand that I will be required to provide approved documentation that verifies my right to work in the United States on my first day of employment. I have received the list of approved documents with this application.

I understand that unless I am subject to the terms of a collective bargaining agreement, my employment will be at-will, which means that both the Town of Littleton and I are free to terminate the employment relationship at any time for any non-statutorily prohibited reason or for no reason at all, with or without notice.

I hereby acknowledge that I have read in full and understand the above statements and conditions of employment.

Signature of Applicant

Date

Printed Name

“It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability.”
MGL Ch.149, Section 19B

Applicants with Special Language Skills or Professional Licenses or those applying to agencies that are open nights and weekends should complete and submit this form

MISCELLANEOUS JOB-RELATED INFORMATION

JOB INTEREST	
Shift preferred <input type="checkbox"/> 1 st (Days) <input type="checkbox"/> 2 nd (Evenings) <input type="checkbox"/> 3 rd (approx. 11:00pm –7:00am)	Are you available to work EVERY Saturday and Sunday? YES <input type="checkbox"/> NO <input type="checkbox"/>

CERTIFICATIONS AND LICENSES			
List any professional licenses, registrations or certifications you possess:			
License _____	License Number _____	Date Issued _____	Expiration Date _____
License _____	License Number _____	Date Issued _____	Expiration Date _____
License _____	License Number _____	Date Issued _____	Expiration Date _____

ENGLISH LANGUAGE									
Describe your proficiency in the English Language	Simple conversation: YES <input type="checkbox"/> NO <input type="checkbox"/>			Simple Reading: YES <input type="checkbox"/> NO <input type="checkbox"/>			Read and speak fluently YES <input type="checkbox"/> NO <input type="checkbox"/>		
LANGUAGE CAPABILITIES									
List any language(s) other than English in which you are proficient including Sign Language and Braille. *									
Language	Conversational			Reading			Writing		
	HIGH (Fluent)	MOD (Good)	LOW (Fair)	HIGH (Fluent)	MOD (Good)	LOW (Fair)	HIGH (Fluent)	MOD (Good)	LOW (Fair)
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* If language proficiency is required, the Town may administer a Bilingual Certification Examination.

PRE-EMPLOYMENT PHYSICAL & DRUG SCREENING NOTICE

PLEASE READ BEFORE SIGNING

If an offer of employment is made to you, the Town of Littleton may specify that it is contingent upon the results of a medical exam. I freely and voluntarily agree to submit to a pre-employment physical and/or drug screen, as it relates to the requirements of a specific job, as part of my pre-employment application to the Town of Littleton. I understand that either refusal to submit to such screening, or failure to qualify according to the minimum standards established by the Town for this screening may disqualify me from further consideration for employment. Further, I understand that any positive drug test results will be communicated in a confidential manner.

I hereby acknowledge that I have read in full and understand the above statements.

Signature of Applicant

Date

Printed Name

THIS IS AN INSERT provided for Informational Purposes Only

IMMIGRATION REFORM AND CONTROL ACT REQUIREMENT

In compliance with the Immigration and Reform and Control Act of 1986, you will be required to provide approved documentation that verifies your right to work in the United States prior to beginning work. Please be prepared to provide any of the following documentation if you are offered and accept a position:

List A: Any one of the following: (These establish both identity and employment authorization)

1. U.S. Passport or U.S. Passport Card
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa.
4. Employment Authorization Document containing a photo (Form I-766)
5. In the case of a non-immigrant alien authorized to work for a specific employer incident to status a foreign passport with Form I-94 or Form I-94A bearing the same as the passport and containing an endorsement of the alien's nonimmigrant status.
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating non-immigrant admission under the Compact of Free Association between the United States and the FSM or RMI.

OR one from List B and one from List C:

List B: These establish identity:

1. State Driver's license or similar state I.D. card with photo or other approved identifying information
2. ID card issued by federal, state, or local government agency containing photo and required identifying information
3. School ID card with photograph
4. Voter's registration card
5. US military card or a draft card
6. Military dependent's ID card
7. US Coast Guard Merchant Mariner Card
8. Native American tribal document
9. Driver's license issued by a Canadian governmental authority

For those under 18 years of age:

10. School record or report card
11. Clinic, doctor or hospital record
12. Day-care or nursery school record

List C: These establish employment authorization:

1. Social Security Account Number card other than one that specifies on the face that the issuance of the card does not authorize employment in the United States.
2. Certification of Birth Abroad issued by the Department of State (Form FS-545)
3. Certification of Report of Birth issued by the Department of State (Form DS-1350)
4. Original or certified U.S. birth certificate bearing an official seal
5. Native American tribal document
6. U.S. Citizen ID Card (Form I-197)
7. ID Card for Use of Resident Citizen in the United States (Form I-179)
8. Employment authorization document issued by Department of Homeland Security

Appendix D - APPLICANT POOL SCREENING FORM

Position Title _____ *Date:* _____

Name of Screener _____

To complete form, list all job requirements individually in left column (List Minimum Entrance Requirements first, then Preferred Qualifications); check off each applicant that meets that requirement. Attach additional forms if needed. This form should also be used when conducting screenings by telephone.

	Names of Applicants				
Job Requirements					
Applicant Recommended for Interview:					

Appendix E - SAMPLE QUESTIONS

Work History:

- Describe projects or duties that you found most/least interesting.
- Describe aspects of your last position that were most/least enjoyable.
- Describe your most significant contribution.
- Describe the types of interactions with professional peers, fellow employees, and other people that you have dealt with as part of your job.
- Describe the diversity present in your organization, and the benefits and challenges you experienced as a result of this diversity.
- Describe a problem that you encountered in your current position and the approach you used to resolve the problem.
- Describe your ability in meeting deadlines for projects in your current position.
- What has been the accomplishment of which you are most proud?
- What job have you liked the most/the least? Why?
- What factors are most important to you in terms of job satisfaction?
- What are your key responsibilities or objectives in your current position? Which of these objectives have you performed particularly well? Why? Which of these have you performed least well? Why?
- What effect have your accomplishments had on your current organization?
- Describe your experiences in working independently on projects.
- Of the various environments in which you have worked, which did you enjoy least?
- Of the various environments in which you have worked, which did you enjoy most?

Professional Skills:

- Tell me about a specific situation in which you prevented a problem before it occurred.
- In general, how qualified do you feel to perform this position? Why?
- With which aspects of the position do you feel most comfortable?
- With which aspects of the position do you feel least comfortable?
- Describe an innovative change you implemented in your last job.
- Describe the most significant written document you have completed.
- Describe your most successful presentation.
- Describe a conflict you mediated between two individuals. What steps did you take to mediate and resolve the conflict?
- How would your colleagues describe your strengths? Your subordinates?
- What skills would you bring to our agency that other candidates may not have?
- If we talked to your former supervisor how would he/she describe your performance?
- Will you need additional training to perform the duties of the current position?

Management Style:

- What would you do if you encountered irreconcilable differences with your immediate supervisor?
- How do you motivate subordinates?
- What do you consider to be your greatest strength as a manager?
- What do you consider your greatest shortcoming as a manager?
- Tell me about a rewarding supervisory experience you have had?
- Tell me about a supervisory experience that didn't turn out well and why?
- Describe how you conduct supervision currently. Do you meet with your subordinates as a group, or on an individual basis? How often do you meet?
- Describe specific examples of how you have facilitated the development of one of your employees.
- How would your staff describe your management style?
- How do you communicate information to your staff?

- Have you ever had hire/fire responsibility? Describe a case of each.
- What did you do in your last job to promote a team environment?
- What sort of manager do you prefer working for? What sort of manager do you have the most difficulty working with?
- How would you describe your current supervisor's management style: What aspects do you like the most? The least?
- Describe the amount of structure, direction, and feedback that are optimal for you.
- What are the criteria you would use to evaluate someone's management style?

Career Goals or Professional Development:

- What goals have you set for the next 6 months in your current position?
- How have you progressed up through the ranks to get where you are?
- What about this position makes it the right step in your career path?
- What are your career goals?
- What improvement needs have been identified in recent reviews?
- What areas do you need to develop to round out your professional strengths?
- What professional development activities have you participated in?
- What books/ publications have you read that relate directly to your profession or job?
- What steps have you taken to enhance your professional development?
- What books are on your professional reading list for this coming year?
- What are you looking for in your next position?
- Where do you hope to be five years from now?
- What did you do assist in your professional development in your last position?
- For which part or parts of this position would you need training?
- What are your short-term career objectives? Why?
- What are your long-term career objectives? Why?
- To what extent is this position relevant to your career objectives?

Miscellaneous:

- Is there anything else you feel is important for me to know about you?
- Describe your ideal job?
- What kind of work are you interested in?
- If you could do the last 5 years over, what would you do differently?
- Do you have any geographical preferences?
- What do you know about our agency products and service?
- Why do you want to work for our agency?
- Why are you the best applicant for this position?
- Why do you wish to leave your current position? What factors have led to this decision?
- What might your present agency/department do to become more successful?
- If you could describe yourself in three words, what would they be?

Appendix F - INDIVIDUAL RATING FORM

As you interview each candidate, rate their answers based on the screening criteria selected from the job description. Attach additional forms if needed.

Position Title _____

Candidate Name _____

Interviewer Name _____

Date _____

<i>Screening Criteria (per job description)</i>	<i>Comments</i>	<i>Rating (circle one based on scale below)</i>
		1 2 3 4 5
		1 2 3 4 5
		1 2 3 4 5
		1 2 3 4 5
		1 2 3 4 5
		1 2 3 4 5
		1 2 3 4 5
	<i>Enter Total Score --></i>	

Overall Comments: _____

Sample Rating Categories: Excellent = 5 points; Acceptable = 3 points; Poor = 1 point

Appendix I -TELEPHONE REFERENCE CHECK

Name of Candidate: _____

Position Applied for: _____

Name of Reference: _____ Title of Reference: _____

Company: _____ Phone: _____

Type of Reference: Employer ___ Professional ___ Personal ___

Dates of Employment: From: _____ To: _____ Salary _____

What was your relationship with the candidate? _____

How long did you supervise/know this person? _____

What were the candidate's job title and duties? _____

How would you compare this candidate with others doing the same work? _____

What were his/her strong points? _____

What were areas needing improvement? _____

Rate the candidate as Excellent (E) /Acceptable (A) / Poor (P) on the following abilities:

Learn new tasks _____	Meet deadlines _____
Accept responsibility _____	Interpersonal skills _____
Follow directions _____	Supervisory ability _____
Flexibility _____	Attendance/punctuality _____
Reliability _____	Creativity _____

Why did he / she leave? _____

Would you rehire this person? _____

Additional Comments: _____

Name of Checker _____ Date _____

Appendix J - SAMPLE APPOINTMENT REQUEST TEMPLATE

PUT ON DEPARTMENT LETTERHEAD and attach a copy of the advertisement, the candidate's resume and cover letter. If this is going to the appointing authority

To: Name of Appointing Authority or Approval Authority

From: NAME and position of requestor

Date: DATE

Re: Position to be filled

We (I) respectfully submit CANDIDATE'S NAME of HOMETOWN AND STATE OF CANDIDATE for appointment to the position of POSITION

Or

We (I) would respectfully request your approval to appoint CANDIDATE'S NAME of HOMETOWN AND STATE OF CANDIDATE to the position of POSITION. This appointment requires your approval.

SUMMARIZE CANDIDATE'S EXPERIENCE, BRIEF BACKGROUND OF WHY THE POSITION IS OPEN - for example:

John's professional experience includes 17 years of accounting experience with progressive responsibilities

SUMMARIZE THE PROCESS FOLLOWED HERE, for example:

We (I) reached this recommendation as a result of the following process:

1. Received approval from the Board of Selectmen as an exemption from the hiring freeze on DATE.
2. Posted the notice with the Town Clerk on DATE.
3. Advertised in Cite publications where advertised.
4. Deadline for applications was DATE. NUMBER applications were received, with NUMBER identified to be invited for interviews.
5. ENTER NAMES and myself interviewed Number applicants between enter dates. ENTER CANDIDATE'S NAME was the unanimous or majority's choice.
6. We (I) conducted reference checks with satisfactory results.
7. An offer to CANDIDATE'S NAME will be contingent upon successful completion of a pre-employment physical and background checks.
8. The target start date is DATE.

(If applicable) This process had been established based on the outlined sections of the Town's Personnel by-law.

As this position is governed under the Personnel by-law, we were required post the position as specified in section 9:

§33-9. HIRING AND RE-CLASSIFICATION

The following procedure shall be used when hiring employees in filling benefit eligible and non-benefit eligible positions covered by this By-law.

1. A job description agreed to by both the hiring Appointing Authority and the Personnel Board shall be completed prior to the announcement of the job opening.
2. The hiring grade and step for the job shall be in accord with the Classification and Compensation Plans or be developed with and agreed to by the Personnel Board prior to the announcement of the job opening.
3. The job opening shall be posted on the Town Hall Bulletin Board for two weeks and, if appropriate, shall be advertised externally.

Please do not hesitate to contact me with any questions regarding this request. Thank you for your assistance in this matter.

Approved by: _____ Date: _____
 NAME

Appendix Z - What you may and may not ask a candidate



Massachusetts Commission Against Discrimination PRE-EMPLOYMENT INQUIRIES FACT SHEET

Massachusetts law guarantees that no person shall be denied the right to work because of his or her race, color, religion, national origin, sex, sexual orientation, age (over 40), criminal record, or mental or physical handicap/disability. In order to comply with this law, an employer should generally not ask on a job application or during an interview any question that:

- Identifies a person as being within a protected category
- Results in the screening of out members in a protected category
- Is not a valid basis for predicting successful job performance

EMPLOYERS WITH FEWER THAN SIX EMPLOYEES AND NON-PROFIT CLUBS, ASSOCIATIONS, OR CORPORATIONS WHICH ARE EXCLUSIVELY SOCIAL ARE NOT SUBJECT TO THIS LAW

As a general rule, an employer may seek information that is directly related to the applicant's ability to perform the job for which he or she is applying. As a convenience, the following chart has been developed to serve as a quick reference guide when determining what are and are not appropriate questions to ask on an application or during an interview. Of course, there are other questions that will not be included within this quick reference guide that could be construed as attempting to elicit information for the purpose of discrimination on the basis of a protected category. If you require further information about the legality of certain pre-employment inquiries, refer to M.G.L. c. 151B sec. 4, 804 C.M.R. 3.01 *et seq.*, MCAD Handicap Guidelines, or contact the MCAD at (617) 727-3990.

AGE

Employer May Ask

- ⇒ Are you under 18?
- ⇒ Questions about age may be allowed if necessary to satisfy provisions of a state or federal law (i.e. certain public safety positions have age limits for hiring and retiring).

Employer May Not Ask

- ⇒ When were you born?
- ⇒ How old are you?
- ⇒ Are you over 40?
- ⇒ What is your date of birth?

NATIONAL ORIGIN/ANCESTRY

Employer May Ask

- ⇒ Are you legally authorized to work in the United States?

Employer May Not Ask

- ⇒ Where were you born?
- ⇒ What is your primary language?
- ⇒ What is your ancestry or ethnicity?
- ⇒ What is your national origin?
- ⇒ What is the origin of your name?
- ⇒ Where are your parents/spouse from?
- ⇒ What is the language of your parents/spouse?
- ⇒ What is the national origin of your parents/spouse?
- ⇒ What is the ancestry or ethnicity of your parents/spouse?

HANDICAP/DISABILITY

Employer May Ask

- ⇒ Can you perform any or all of these specific job functions?
- ⇒ Please describe or demonstrate how you would perform a specific task. (This request should be asked to **all** applicants unless there is an obvious disability or voluntarily disclosed hidden disability related to a job function. The employer may need to provide reasonable accommodation for the demonstration.)
- ⇒ Can you meet the attendance requirements?
- ⇒ What was your attendance record at your prior place of employment?
- ⇒ Invite applicants to voluntarily disclose their disability for purposes of assisting the employer in its affirmative action efforts. Make it clear that information will be used solely in connection with its affirmative actions efforts, will be kept confidential, and that non-disclosure will not subject the applicant to adverse treatment.

Employer May Not Ask

- ⇒ Do you have a handicap/disability?
- ⇒ Do you have any job-related handicaps/limitations that would prevent you from doing the job?
- ⇒ Have you ever received Workers' Compensation?
- ⇒ Have you ever been addicted to illegal drugs or treated for drug abuse/alcoholism?
- ⇒ Have you ever been absent from work due to illness?
- ⇒ Do you have AIDS?
- ⇒ Questions or requests for information regarding the admission of an applicant, on one or more occasions, voluntarily or involuntarily, to any public or private facility for the care and treatment of mentally ill persons, provided that such applicant has been discharged from such a public or private facility or facilities and is no longer under treatment directly related to such admission.
- ⇒ Questions regarding the nature, severity, treatment, or prognosis of an obvious disability or of a hidden disability voluntarily disclosed by the applicant

RACE/COLOR

Employer May Ask

- ⇒ Questions for affirmative action purposes. (See section on disability)

Employer May Not Ask

- ⇒ What is your race?
- ⇒ What is your color?
- ⇒ Request applicant to send a photograph to accompany application

RELIGIOUS CREED

Employer May Ask

- ⇒ **NO QUESTIONS ALLOWED**

Employer May Not Ask

- ⇒ To what religious denomination, church or synagogue, or any related organizations do you belong?
- ⇒ What are your religious obligations?
- ⇒ What religious holidays do you observe?

Do you go to church/temple/etc. regularly?

SEX (GENDER)

Employer May Ask

- ⇒ Questions relating to a legitimate requirement for a particular position (i.e. sex of an applicant for an acting role of a female character, or a prison guard who performs strip searches).

Employer May Not Ask

- ⇒ What is your maiden name?
- ⇒ Do you have/plan to have children?
- ⇒ Do you have child care arrangements?
- ⇒ Questions of only one sex

SEXUAL ORIENTATION

Employer May Ask

⇒ **NO QUESTIONS**

Employer May Not Ask

- ⇒ Are you gay/lesbian/bisexual/heterosexual?
- ⇒ Why aren't you married?
- ⇒ Are you engaged?
- ⇒ Do you plan on getting married?
- ⇒ Questions about relationships or living arrangements.

MILITARY EXPERIENCE

Employer May Ask

- ⇒ Are you a U.S. Veteran?
- ⇒ What is your U.S. military service history?

Employer May Not Ask

- ⇒ Are you receiving a service-connected disability pension?
- ⇒ What is your foreign military service history?
- ⇒ What was the nature of your discharge?

LIE DETECTOR TEST

Employer May Ask

- ⇒ **NO QUESTIONS**
- ⇒ It is unlawful to require or administer a lie detector test as a condition of employment or continued employment
- ⇒

Employer May Not Ask

- ⇒ It is unlawful to require or administer a lie detector test as a condition of employment or continued employment

CRIMINAL RECORD

Employer May Ask

- ⇒ Have you ever been convicted of a felony?
- ⇒ Have you been convicted of a misdemeanor within the past five years other than a first conviction for any of the following misdemeanors: drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace?

Employer May Not Ask

- ⇒ Questions regarding an arrest, detention, or disposition regarding any violation of law in which no conviction resulted.
- ⇒ Questions about first convictions of drunkenness, simple assault, speeding, minor traffic violations, affray or disturbance of the peace.
- ⇒ Questions regarding a conviction of a misdemeanor where the date of the conviction or the completion of any period of incarceration resulting therefrom, whichever date is later, occurred 5 or more years prior to the date of inquiry, unless such person has been convicted of any offense within 5 years immediately preceding the date of the inquiry.
- ⇒ An applicant to be held under any provision of law to be guilty of perjury or otherwise giving a false statement by reason of his/her failure to recite or acknowledge such information as s/he has a right to withhold by 804 C.M.R. 3.02.

EDUCATION/EXPERIENCE/REFERENCES/MEMBERSHIPS

Employer May Ask

- ⇒ What school, college or vocational program did you attend?
- ⇒ Did you graduate?
- ⇒ What is your work experience?
- ⇒ Do you have any references?
- ⇒ Questions about work experience shall also contain a statement that the applicant may include in such history any verified work performed on a volunteer basis.

Employer May Not Ask

- ⇒ Questions about education or work experience designed to determine an applicant's age.
- ⇒ About the organizations which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.

MEDICAL EXAMINATIONS

Employer May Ask

- ⇒ **Once an offer of employment has been made**, an employer may condition that offer on the results of a medical examination conducted solely for the purpose of determining whether the employee, with or without reasonable accommodation, is capable of performing the essential functions of the job.

Employer May Not Ask

- ⇒ Applicant to take a medical examination prior to making an offer of employment to that applicant.