



City of
BROCKTON
Massachusetts
Mayor Bill Carpenter

HIRING GUIDELINES

DEPARTMENT OF HUMAN RESOURCES

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CITY OF BROCKTON
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HIRING GUIDELINES

PREPARE JOB DESCRIPTION.....1

POSTING THE POSITION.....2

SCREENING.....3

INTERVIEWING.....3

PREPARE INTERVIEW QUESTIONS.....5

CHECK REFERENCES.....7

RECOMMENDATION FOR HIRE.....8

RECORDS & RETENTION.....8

APPENDIX A.....9

APPENDIX B.....11

APPENDIX C.....12

APPENDIX C (Continued).....15

APPENDIX D.....19

APPENDIX E.....21

APPENDIX F.....23

The Department of Human Resources is providing these guidelines to assist you and your Department during the recruitment process. Your adherence to these guidelines will ensure that the City of Brockton's recruitment procedures are being applied uniformly. It also ensures that the City is in compliance with federal and state laws and regulations.

I. JOB DESCRIPTIONS

Prepare the Job Description

A comprehensive job description (Appendix A) must be developed for each position submitted to the Human Resources Department, unless one currently exists. If there is an uncertainty as to whether a job description is currently available, please contact the Human Resources Department at (508) 580-7820. The job description should detail the essential functions of the position to determine the necessary and desired qualifications of the candidate. Job descriptions are critical in creating the position posting and in the screening applicant process. The job description should be given to the Human Resources Department at least (5) five business days prior to the requested posting date for review. The Human Resource Department is available to consult with you regarding this process at any time. Be sure to describe all of the details that the work involves.

The following information should be contained in a job description:

- job title and grade;
- the responsibilities of the job (distinguish between those functions that are essential to the job);
- the critical success indicators;
- the formal reporting relationship;
- with whom will the person come in contact (external and internal);
- support, authority, and resources necessary and available to do the job.

Essential and Other Job Functions: The essential job functions are the key responsibilities and the tasks necessary to fulfill the job responsibilities as opposed to other job functions.

Reporting Structure: Persons whom the candidate will interact with, types of written or oral reports or presentations that the candidate will prepare, who will report to this individual and what is the nature and scope of the job's supervisory responsibilities (where applicable). Type of supervision received whether hands on, day to day supervision, or professional independence. Specific examples of daily responsibilities, etc.

Physical Demands of the Job: List if the employee is required to walk, sit, stand, stoop, reach with hands, manipulate objects by hand, vision requirements, hearing requirements, etc. Identify if the employee will be required to lift a certain amount of weight and if this will occur frequently or infrequently.

Description of the work environment: Identify if the employee will be working primarily indoors or

outdoors. Identify if the employee will occasionally be exposed to extremes of heat, cold, the weather elements, loud noise, moderate noise, electromagnetic radiation from computers, dust, etc.

Civil Service: Identify whether or not this is a Civil Service position. This information is available in all job descriptions.

FLSA Status: Identify if the position is an exempt (salaried position) or non-exempt (paid hourly) position. This information will be reviewed by Human Resources to insure accuracy and compliance. The Human Resource Department will validate this information for compliance with the Department of Labor.

Minimum Qualifications:

Knowledge, Abilities, and Skills: Organizational values needed in this position, for example, “focus on customer service” or experience that you will prefer the candidate to have.

Experience and Training: The experience, training, certifications, licenses, or education requirements that the position requires. If education can be substituted for experience or vice versa, please be sure to indicate that information in this section.

Human Resources will assist in the completion of any job description upon request and reserves the right to amend any job description to insure uniformity in the development of position descriptions.

II. POSTING THE POSITION

In order for the Human Resources Department to move forward with a posting, all positions must have gone through the approval process. **All positons should be sent directly to the Human Resources Department for review and approval.**

The Human Resource Department will post non-civil service positions on the City of Brockton’s public website as well as the intranet, if requested. Furthermore, the Human Resources Department will communicate postings to local community organizations such as community centers, career centers, and other local resources.

If a position is a Civil Service position, prior to the positing, hiring managers should verify with the Human Resource Department the existence of an active civil service list. If an active civil service list is not in existence, the Human Resource Department will post the position on the City of Brockton’s public website as well as the intranet. If an active civil service lists exists, Human Resources will certify the eligible list to the Appointing Authority.

Positions will be posted on the website for at least fourteen (14) calendar days. If the Human Resources Department determines that a position will be prioritized for Equal Opportunity Employment, the position will be posted for an additional five calendar days.

Note: There is no change to the internal application/recruiting process per Collective Bargaining Agreements

The Human Resources Department will work with the hiring manager/ department to develop a comprehensive, best practice recruitment plan. The Human Resources Department will ensure that all City departments are compliant with the City's Equal Opportunity/Affirmative Action goals.

There are many free advertising and recruiting resources available to attract quality candidates. These include:

- Referrals from current employees
- Word of mouth to friends, professional and personal acquaintances, etc.
- Bulletin boards and job placement offices at technical or professional schools, high schools, colleges, or other educational institutions
- Bulletin boards at community centers and libraries
- Local professional organizations such as the Chamber of Commerce, women's groups, trade organizations, multicultural and disability organizations
- Public service employment agencies such as Career Centers
- Recruitment websites

III. SCREENING

The Human Resources Department will screen out those applicants that clearly **do not** meet the minimum qualifications of the advertised posting. This will be done in consultation with the Department Head.

Criteria will be based on the minimum entrance requirements, special requirements, and the essential skills and subject matter knowledge that an applicant must possess in order to do the job. This will also be based on competencies that generally would/should/could be listed on the resume including any typos or incorrect grammar. Human Resources will critically review the resumes and cover letters to determine if the candidate meets the established screening criteria.

In addition, if a position has been deemed prioritized, the Human Resource Department will identify applicants of protected groups that should be given careful consideration, up to and including, a first interview.

Upon completion, Human Resources will send the applicant pool to the hiring manager who will then schedule interviews.

IV. INTERVIEWING

The employment interview is conducted to learn more about the suitability of the candidate for the open position. The interview should be designed to be a formal, in-depth conversation conducted to evaluate an applicant's skills, abilities and compatibility for the job opening (Appendix B - Interview invitation letter).

The intent is to have all applicants treated the same way when applying for a position. During the interview, applicants are asked identical, pre-determined questions and their responses should be written down. The job description should be used to develop questions on relevant, job-related

information with the focus of the interview questions on the essential functions of the job. The job description is the primary source for developing the interview questions. **Please keep in mind that the same set of questions MUST be used for the same job, for all candidates, throughout the hiring process for that specific position.** Follow up questions to a candidate's response in an effort to gain clarification or additional information is appropriate.

For those positions that are considered senior level positions, Executive Management, Middle Management, and Technical, etc., it is strongly recommended that interviews be conducted using an interview panel. The interview panel should consist of various employees that the candidate will interact with if employment is offered and may also consist of professionals from the same field as the candidate who are not employed by the City. The hiring manager will remain the administrator and be responsible for the interview questions and final decision. The hiring manager 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, and follow up questions and conclusion of the process. After the interview process is complete, the hiring manager will prepare summary results of the applicants interviewed. Although, an interview panel is not required it should be highly considered.

Interviewing Applicants with Disabilities

The Americans with Disabilities Act (ADA), prohibits asking disability-related questions during the interview and before a job offer is made. Check that your interviewing locations are accessible to persons with a variety of disabilities.

Be willing to make appropriate and reasonable accommodations to enable an applicant with a disability to participate in the interview, explaining ahead of time what is involved in the process. For example, if an applicant who is blind states that he or she will need help completing forms, provide that assistance. Provide an interpreter as an accommodation or other assistance that is reasonable for an applicant who is deaf, if he or she requests assistance in communicating. Provide details or specific instructions to applicants with cognitive disabilities, if this type of accommodation is required.

If applicable, inform an applicant ahead of time if they will be required to take a test to demonstrate their ability to perform actual or simulated tasks so that they can request a reasonable accommodation, such as a different format for a written test, if necessary. (Such tests are permitted under the ADA as long as they are **uniformly given to all applicants**).

- Relax and make the applicant feel relaxed. If the applicant has a visible disability or reveals a disability during the interview, concentrate on the individual, not the disability.
- Treat the individual with the same respect you would treat any candidate whose skills you are seeking. Likewise, hold individuals with disabilities to the same standards as all applicants.
- Ask only job-related questions that speak to the functions of the job for which the applicant is applying.
- Concentrate on the applicant's technical and professional knowledge, skills, abilities, experiences and interests.

Do not try to imagine how you would perform a specific job if you had the applicant's disability. He or she has mastered alternate ways of living and working. If the applicant has a known disability, either because it is obvious or was revealed by the applicant, you may ask him or her to describe how he or she would perform the job.

It is important to note that medical examinations are prohibited under the ADA at the pre-employment offer stage. However, a job offer may be conditional based on the results of a medical examination if all employees entering similar jobs are also required to take an examination. If, after the medical examination, the hiring manager decides not to hire an individual because of a disability, the hiring manager must demonstrate that the reason for the rejection is job-related and consistent with business necessity.

If an applicant requests a reasonable accommodation please contact Human Resources at (508) 580-7820.

V. PREPARING INTERVIEW QUESTIONS

The purpose of the interview is to learn about a candidate's work experience, his/her knowledge, skills, and abilities, his/her management style and his/her career and professional goals. Additionally, the interview should provide the hiring manager with a sense of the candidate's motivation to perform and experience working with a diverse work group. The questions for an interview should be prepared by the hiring manager. The hiring manager should use the list of experiences, skills, and educational requirements found in the job description to draft a series of questions.

Interview questions should:

- Measure knowledge, skills, and abilities needed to perform the essential functions of the job
- Be open-ended requiring more than a yes or no response
- Explore the candidate's current and previous positions and search for highlights, accomplishments and shortcomings
- Provide a better understanding of the candidate's preferences and behaviors
- Focus on the candidate's professional skills and knowledge
- Learn about the candidate's management style and preferences
- 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.

It is important to note 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 at a time.

The Human Resources Department has developed a list of sample interview questions and a list of questions that you may and may not ask (Appendix C) with regard to federally protected information. If the applicants needs/requests accommodations please contact Human Resources.

If you need further assistance in preparing interview questions please contact Human Resources at (508) 580-7820.

Conducting the first round of interviews

The interview is critical to a successful hire. Structuring the actual interview appropriately will help to create an ideal environment for both the interviewer and the candidate. The interview location should be accessible, private, comfortable, and free from distractions.

- **Accessibility:** Choose a location that the candidates can easily find and that is accessible to persons with disabilities; provide clear directions to the candidate 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 a discussion, not designed for intimidation
- **Minimize Distractions:** Eliminate interruptions, including phone calls that might prevent full concentration during the interview

All of the supplies and information that you will need to conduct the interview should be available in the location prior to beginning the interview. It is important to create a comfortable and relaxed atmosphere for the candidate. If the candidate is relaxed, the interviewer(s) may get more quality information. Furthermore, it will give the candidate a good impression of the organization and may increase the acceptance rate of selected candidates.

Step I - Introduction

Greet the candidate by name. The hiring manager should introduce himself/herself by name, title, and your role in the organization. Introduce the other members of the interview panel, if applicable. The tone of the meeting should be warm and pleasant and thank the candidate for coming to the interview. Present an overview statement describing the interview process and outline the position's duties and responsibilities. This provides the candidate with the information about what will be covered during the interview.

Step II - Questions

Many approaches exist for interviewing candidates. 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, where applicable, and experience working with a diverse workforce. Time in the interview is usually limited, so be sure to narrow the list of questions to the most critical.

When selecting questions for the interview, remember there will most likely be a follow up interview for the finalists. Determine which questions are most appropriate for the initial interview and which questions are most appropriate for the second interview. After asking the questions, allow the candidate to provide any information that they feel is relevant to the position.

Note: If you select to have a second round of interviews, please contact Human Resources.

Step III - Closing

The interviewer has 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 that the candidate might have.

Next, "market" the City as a rewarding place to work by providing some information about the City including brochures or pamphlets that describe the City and the work it does.

Finally, inform the candidate of next steps in the process, as well as tentative timelines for the decision process.

Conduct Second Interviews, if applicable

A second interview should be initiated for the top two or three candidates based on information gathered from the resume and first interview.

The second interview could be used as an opportunity for the supervising manager, if different from the hiring 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 the opportunity to meet individuals with whom they may be working, tour the facilities, review organizational policies, and ask additional questions. The applicant should find the second interview very valuable in establishing a good starting point for building the future employment relationship.

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

Note: Interview materials should be kept with the hiring manager and sent to the Human Resources Department upon the completion of the hiring process and finalist has been selected.

VI. CHECK REFERENCES

The hiring manager should check references of the final candidate. Reference checks can be completed over the phone. It is recommended that the reference check be started by attaining factual information verifying employment. From there, you may ask more detailed questions relating to communication skills, performance, professionalism, etc. Reference checks may be difficult to complete because many companies avoid providing detailed information regarding their current and former employees, even with a signed release (Appendix D).

Contact HR to confirm if references were provided on the employment application prior to having the applicant complete the authorization.

Be sure to consider all of the information gathered from all of the references. Do not be overly swayed by one negative reference as it may be the result of a strained interpersonal relationship rather than an inability to perform the essential functions of the job.

Human Resources has developed a telephone reference questionnaire (Appendix E). Hiring managers

are encouraged to use this document when conducting reference checks.

VII. RECOMMENDATION FOR HIRE

Based on the outcome of the interview (or second interview, if applicable) and the information gathered from the reference checks, the final candidate should be selected and recommended for hire.

The hiring manager compiles a hiring package that includes a cover memorandum signed by the hiring manager explaining why the candidate is being recommended (Appendix F). Attached to the hiring manager's memorandum is the resume, application, and reference checks of the candidate recommended for hire. The hiring manager's memorandum should indicate whether the candidate was internal or external and send to Human Resources to finalize the process.

Upon receipt, Human Resources prepares and sends a conditional offer letter to the selected candidate. Once the candidate has accepted the position, human resources notifies all candidates of non-selection and initiates the pre-employment process.

VIII. RECORDS AND RETENTION

All recruitment information including notes, resumes and reference checks must be sent to Human Resources upon the completion of the search.

It is important to note that members of the Human Resource Department are available to assist hiring managers throughout all phases of the hiring process. If you have any questions, or would like additional resources, please contact (508) 580-7820.

Position Title:		Grade Level:	
Department		Date:	
Reports to:		FLSA Status	

Statement of Duties:

Supervision Required:

Supervisory Responsibility:

Confidentiality: In accordance with the State Public Records law, the employee has regular access to confidential information of the department such as department records.

Accountability: Consequences of errors or poor judgment may include missed deadlines, monetary loss, and adverse public relations.

Judgment: Numerous standardized practices, procedures, or general instructions govern the work and in some cases, may require additional interpretation. Judgment is needed to locate, select and apply the most pertinent practice, procedure, regulation or guideline.

Complexity: The work consists of a variety of duties which generally follow standardized practices, procedures, regulations or guidelines. The sequence of work and/or the procedures followed vary according to the nature of the transaction and/or the information involved, or sought, in a particular situation.

Work Environment:

Nature and Purpose of Relationships:

Occupational Risk: Risk exposure is similar to that found in a municipal office setting.

Essential Functions:

The essential functions or duties listed below are intended only as illustrations of the various type 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 and

Experience:

Special Requirements: As a condition of employment, the employee must successful pass a CORI

background check.

Knowledge, Abilities and Skill

Physical and Mental 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 position's essential functions.

Physical Skills: Little or no physical demands are required to perform work assignments. Work effort principally involves sitting to perform work tasks, with intermittent periods of stooping, walking, kneeling, twisting, reaching with hands and arms, and standing. The employee is occasionally required to lift, push, or pull department objects such as books, office equipment and computer paper.

Motor Skills: Position requires the application of basic motor skills for activities including but not limited to operating a personal computer, office equipment, word processing, pushing, pulling or lifting office equipment, and sorting of papers.

Visual/Auditory Skills: The employee is required to constantly read documents, personal computer screens and written documents such as purchase orders for general understanding and routinely for analytical purposes. The employee must have the auditory ability to listen and comprehend. The employee is not regularly required to determine color differences.

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 B

((DEPARTMENT LETTERHEAD))

((DATE))

Dear **((APPLICANT NAME))**,

Thank you for your application for the **((POSITION TITLE))** within the **((DEPARTMENT))**, Brockton City Hall. I am impressed by your background. Your qualifications make you an excellent candidate for this role.

As a result, I would like to invite you to attend an interview.

During the interview, you will have the chance to learn more about the role and to develop a deeper understanding of our business objectives. On our end, we want to understand your career goals and professional experience more so.

I would like to conduct your interview sometime this week and have the following date available.

((LIST AVAILABLE DATE(S) AND TIME(S))

Please confirm your attendance by contacting me at **((EMAIL OR TELEPHONE NUMBER))** no later than **((INSERT DATE))**.

I look forward to meeting with you.

Best regards,

((INSERT NAME OF HIRING MANAGER/DEPARTMENT HEAD))

SAMPLE INTERVIEW 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 C (Continued)

Questions You May/May Not Ask

During the job interview, it is unlawful to ask questions that directly or indirectly seek to provide information about certain factors. The law prohibits employers from asking a candidate questions, directly or indirectly, about a candidate's age, race, creed, color, national origin, sex, disability, genetic predisposition or carrier status, marital status, or sexual orientation.

The following are examples of questions that you can and cannot ask at an interview:

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/ancestry of your parents/spouse?

What is the ethnicity of your parents/ spouse?

Disability

Employer May Ask

Can you perform any or all of the specific job functions?

Please describe or demonstrate how you would perform a specific task (This request should be asked to all applicants. If an applicant has an obvious disability or voluntarily disclosed disability related to the job function, the employer may then need to provide reasonable accommodations for the demonstration).

Can you meet the attendance requirements?

What was your attendance record at your prior place of employment?

Employer May Not Ask

Do you have a handicap/disability?

Do you have any job-related handicaps/limitations
Race/Color

Employers May Ask

Questions for affirmative action purposes only on a separate form from the application.

Religious Creed

Employers May Ask

No Questions Allowed

that would prevent you from doing the job?

Have you 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 an illness?

Do you have AIDS or HIV?

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.

Employers May Not Ask

What is your race?

What is your color?

Request applicant to send a photograph to accompany application.

Employers 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?

Can you provide a reference from a clergy member?

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 performing strip searches).

Employer May Not Ask

What is your maiden name?

What is your preferred title? Ms., Mrs., Miss?

How do you feel about working with /for men or women?

Do you have/plan to have children?

Do you have child care arrangements?

Questions specific to one sex (gender).

Sexual Orientation

Employer May Ask

No Questions Allowed

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 military service record?

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?

Criminal Record

Employer May Ask

No Questions Allowed

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 there from, 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 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 she/he has a right to withhold by 804 C.M.R. 3.02.

Medical Examinations

Employers 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 a reasonable accommodation, is capable

of performing the essential functions of the job.

Employers May Not Ask

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

Lie Detector Test

Employer May Ask

No questions allowed

Employer May Not Ask

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

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 voluntary basis.

Employers May Not Ask

What is/ was your G.P.A.?

What is/was your date of graduation?

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

APPENDIX D

Reference Check Authorization for Release of Information

Reference Name & Title _____

Company Name & Address _____

Telephone Number _____

Email Address _____

Reference Name & Title _____

Company Name & Address _____

Telephone Number _____

Email Address _____

Reference Name & Title _____

Company Name & Address _____

Telephone Number _____

Email Address _____

Please read the following statement and sign below authorizing the City of Brockton to contact the references provided.

I, _____, hereby authorize the release any and all information relating to my employment with the references I provided above. I further release and hold harmless the companies contacted and the City of Brockton from any and all liability that may potentially result from the release and/or use of such information. I understand that any information released by my prior employer(s) will be confidential, that it will be viewed only by those involved in the hiring decision, and that neither I nor anyone else involved will have the right to see the information.

Signature of Applicant

Date

Applicant's Printed Name

Employment Reference Request Form

[Verify that the applicant has provided permission and signed a release before conducting reference checks and complete this top section initially from candidate's application, resume or interview notes.]

Candidate Name _____

Reference Name and Title _____

Company Name _____

Dates of Employment: From: _____ To: _____

Position(s) Held _____

Reason for Leaving _____

[Explain the reason for your call and verify the above information with the supervisor, including the reason for leaving. Note any differing or new information below.]

Please describe the type of work for which the candidate was responsible.

How would you describe the applicant's relationships with co-workers, subordinates (if applicable) and superiors?

Is the candidate more of an individual contributor, or is he or she more team-oriented? Why do you think so?

Was the candidate in a lot of high-pressure or stressful work situations? If so how did the candidate handle these situations?

How would you describe the quantity and quality of output generated by the candidate?

What were the candidate's strengths on the job?

What were the candidate's weaknesses on the job?

What is your overall assessment of the candidate?

Did the candidate have any warnings or discipline regarding *unexcused* attendance issues (frequent absences, tardiness, etc.)? [***Do not ask about or discuss medical issues.***]

The candidate has applied for a position as a _____ with our company. Do you believe the candidate would be a good fit for this type of position? Why or why not?

Would this individual be eligible for rehire at your organization? Why or why not?

Is there anything I haven't asked about that someone considering this person for a job should be aware of?

Completed by: _____ Date: _____

APPENDIX F

MEMORANDUM

To: **Human Resources Department**

From: **(Name of Department Head/Hiring Manager)**

Date: **(enter date)**

RE: Recommendation to hire **(enter applicant's name here)** for the position of **(enter title)**

We received **(TOTAL NUMBER OF APPLICANTS THAT APPLIED)** applications for the **(POSITION TITLE)**. After a thorough application and screening process we selected **(LIST NUMBER OF CANDIDATES)** candidates to be interviewed.

Out of the **(LIST NUMBER OF CANDIDATES INTERVIEWED)** I have determined and selected **(ENTER CANDIDATES NAME)** as the selected candidate for the position.

I selected, **(SELECTED APPLICANTS NAME)** over the other applicants for the following reasons:

(ENTER AT LEAST 4 TO 5 REASONS FOR HIRE)

Attached please find the complete hire packet consisting of the following:

- Interview sheets with dates and signatures
- All applicants grouped into Interviewed & NOT interviewed
- Resumes
- Three completed references checks and authorization form, if applicable