

Hiring Procedure

Hiring Procedure for all positions under the responsibility of the Board of Selectmen:

1. Obtain permission to hire for the position. Depending upon the circumstances this may be from the Town Administrator or the Board of Selectmen. This will also determine the extent of involvement by the Town Administrator and Board of Selectmen in the decision making process.
2. Review position description
 - a. Analyze position duties, supervisory structure, job requirements, etc.
 - b. Review structure of department(s) as it relates to the position
 - c. Review and determine grading for position
 - d. Seek approval of any changes in the grading, position description, or departmental structure
3. Recruitment process & schedule
 - a. Determine scope of search.
 - b. Determine if the process will involve an interview team or not and if so select the members.
 - c. Set a reasonable schedule for each task with adequate timelines.
 - d. Develop a list of required and desired qualifications and experience levels based on the position description.
4. Advertise
 - a. Consider if the position is going to be advertised first in-house with a decision made at that level before opening to outside applications.
 - b. Balance cost and effectiveness when considering, general Internet sites, newspaper, LGC or professional organizations, list-serves, or other means of notifying potential candidates.
 - c. Use the town's website and post the opening and the position description.
 - d. Consider a shortened version for the newspaper with expanded versions for sites that do not charge by the length of the advertisement, but keep it reasonably brief.
5. Review and screen applications
 - a. Grade candidate's application and/or resume based on how well the cover letter and resume indicate the candidate meets the requirements of the position found in the job description.
 - b. Eliminate those that do not meet minimum qualifications and those that are ranked lower in the candidate pool
 - c. Depending upon the position and total number of well-ranked candidates do a phone interview to narrow the field to a manageable size, usually 3-6 candidates.
6. Select and prepare interview team if one is part of the process
 - a. Decide scope and role of team and clearly convey that to those recruited.
 - b. Develop questions for standard core questions stressing open ended and situation analysis type questions.
 - c. Explain what kinds of questions cannot be asked.
7. Set time and place for interviews balancing availability of the team with reasonable options for candidates.

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8. Start background examination of candidates through a brief review of publically available information
 - a. Do an Internet check for readily available information.
 - b. Consider other sources of information that are in the public domain such as town reports, newspapers, and minutes.
9. Interview
 - a. Begin ice-breaker question and explain the format.
 - b. Use mainly open ended questions that do not use yes-no answers
 - c. Go through the list of questions to be asked, all of which should focus on job performance, work and communication style and qualifications.
 - d. Ask the same basic questions of all candidates, but further explore specifics based off answers given and information on the resume.
 - e. Before the candidate leaves, have the candidate sign to allow background checks including authorization to look at the candidate's personnel file from prior places of employment, criminal and driving records check, as appropriate a credit check and other such testing.
10. Testing
 - a. Decide on appropriate testing including competency testing and other testing to reveal how well the person is suited to the job. This step does not include a physical which cannot be required until after an offer of employment.
11. Do detailed background but leave any disability or health questions and testing until after conditional offer of employment. The exception would be situations such as uncertified police candidates who could be asked to pass the Academy entrance fitness requirements, certified candidates who will be subject to the ongoing fitness testing from the state, or a fire candidate to pass a standard job related physical ability test if it is an entrance requirement of the department.
 - a. As appropriate include review of personnel file at prior employers (permission needed from applicant), criminal background, driving record, sex offender list, credit check, or similar research.
 - b. Call references listed plus develop additional ones
 - i. Ask a list of 4-6 questions especially if the reference would hire that person again for the type of job being advertised.
 - c. Consider hiring an outside agency for background check in certain cases provided there is assurance it provides current and comprehensive information. Consider checking other states in which the applicant has lived and worked for the preceding decade.
12. Second Interview if needed depending upon results of first Interviews and background check.
13. Conditional Offer and then more detail on background
 - a. Any ADA issues, physical based on job description.
14. Final offer in standard format with expectations, compensation and benefits.
 - a. Time limit for response of acceptance or rejection of offer
 - b. Starting date

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- c. Necessary paperwork (I9, W4, NHRS or other forms as appropriate) before allowing the employee to work. Use DOL checklist
 - d. Provide copy of Personnel Policy and require applicant to sign that they have received it and will read it.
15. Orientation
- a. Make new employee feel welcome
 - b. Explain processes, location of things, introductions, different roles of others, how things are done, show person around and go over expectations.
 - c. Check back frequently at first to be sure person has any questions answered.