

RECRUITMENT AND SELECTION TOOL KIT

FOR

MEMBERS OF THE COUNTY BOARD OF SOCIAL SERVICES

IN SELECTING A COUNTY SOCIAL SERVICES DIRECTOR

Prepared by

Office of State Personnel

Local Government Group

2008

<http://www.osp.state.nc.us/ExternalHome/Group5/LocalGovmt/index.html>

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SECTION A: OVERVIEW IN SELECTING A NEW DIRECTOR

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I. Constraints on the decision process:

- A. Selected applicant must be evaluated to meet the minimum qualifications for the appropriate class which can be done by the Office of State Personnel.
- B. Also, see State Personnel Commission rules for Local Government Employment Subject to the State Personnel Act.
- C. Board of county commissioners must approve salary offered to candidate. NCGS 108A-13
- D. Salary offered must be consistent with SPC rules. 20/60 Policy

II. Selection committee options

- A. The entire Board can function as the selection committee.
- B. The Executive Committee can serve as the selection committee.
- C. A select group of individuals, including board members and others, can be chosen to serve in an advisory/screening process.
- * **NOTE:** Any combination of screening/selection participants must be made aware that the statutory authority for hiring decision is the responsibility of the Board.

III. Recruitment Activity:

- A. Announcing the vacancy and procedures for applying
- B. Recruitment options
 - 1. Consider internal applicants first/only.
 - 2. Advertise in the local news media (radio, newspaper, etc.).
 - 3. Advertise through Employment Security Commission. Must, if seeking outside applicants.
 - 4. Advertise statewide.
 - 5. Advertise outside North Carolina in professional journals.
 - 6. Depending upon the scope of the search, the Board may choose to use a simple vacancy announcement or to develop a more elaborate package to sell the community and Public Welfare Program.

IV. Selection Activity

Procedure for Screening/Interviewing Applicants:

- A. Have the Selection committee to review the applicants in the above appropriate category(s) and determine the most appropriate applicant[s] for interviewing, limiting it to a workable number [3 to 7 is recommended].
- B. The Selection committee should determine the format of the interview process and develop structured questions for which each finalist will be assessed [see section E].
- C. Selection committee should eliminate applicants down to one or two applicants who appear to best fit the needs of _____ County Department of Social Services.

- D. Submit recommendation to the full Board for their consideration after consulting with the County Commissioners.
- E. The Board reviews/approves the candidate to be appointed as the Local Director by determining the appropriate salary and making the offer for employment.
- F. Response letters to applicants.

V. Projected Time Frames

Goals

- A. Deadline for establishing the selection committee: _____
- B. Deadline for establishing the selection process: _____
- C. Target date for finalizing and publishing vacancy announcement: _____
- D. Deadline for receipt of applications: _____
- E. Target date for finalizing interview process, development of questions, roles for selection committee members
- F. Target date for beginning interviews: _____
- G. Target date for making final selection: _____
- H. Target date ---- new Local Director on Board: _____

VI. Activities Checklist

Checklist

Assigned To	Task	Done
	1. Form a selection committee	
	2. Determine the overall strategy of recruitment process	
	3. Decide where and how to advertise	
	4. Develop a vacancy advertisement	
	5. Place vacancy advertisement	
	6. Receive applications	
	7. Conduct first review of applications after application period ends – cull out applications that are incomplete, received after the closing date, or that the applicant fails to meet the minimum qualifications	
	8. Applicants not making this first cut are sent a letter indicating that their application is not being considered further.	
	9. Send the pool of minimally qualified applicants to the selection committee	
	10. Selection committee reviews applications and determines which applicants to interview	
	11. [The committee may choose to do an initial telephone interview with a large group, such as 8 to 10 applicants, then narrow down to a smaller list, maybe 3 or 4, to interview in person.]	
	12. Selection committee interviews applicants.	
	13. Selection committee evaluates interviewed applicants.	

	14. [The committee may choose to interview 2 of the applicants a third time, to help distinguish between the candidates.]	
	15. Selection committee conducts pre-employment reference check on selected candidate.	
	16. Selection committee consults with board of county commissioners/county manager regarding salary offer.	
	17. Job offer is made/accepted.	
	18. Unsuccessful candidates sent letter saying another candidate was hired.	

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RULES OF THE STATE PERSONNEL COMMISSION:

SUBCHAPTER 1I - SERVICE TO LOCAL GOVERNMENT

SECTION .1900 - RECRUITMENT AND SELECTION

25 NCAC 01I .1901 RECRUITMENT

Local departments and agencies will meet their workforce needs through systematic recruitment and career support programs which identify, attract, select, and develop the human resources necessary for present and future work.

25 NCAC 01I .1902 POSTING AND ANNOUNCEMENT OF VACANCIES

(a) Vacant positions to be filled will be publicized by the agency having the vacancy to permit an open opportunity for all interested employees and applicants to apply.

(b) Vacancies which will be filled from within the agency workforce will be prominently posted in an area known to employees, and will be described in an announcement which includes at minimum the title, salary range, key duties, knowledge and skill requirements, minimum training and experience standard, and contact person for each position to be filled. An exception to this posting requirement will be permissible where a formal, pre-existing "understudy" arrangement has been established by management.

(c) Any vacancy for which an agency wishes to consider outside applicants or outside applicants concurrently with the internal workforce shall be listed with the local Job Service Office of the Employment Security Commission. Listings will include the appropriate announcement information and vacancies so listed shall have an application period of not less than seven work days.

(d) If an agency makes an effort to fill a vacancy from within, and is unsuccessful, the listing with the Employment Security Commission would take place when the decision is made to recruit outside. A vacancy which an agency will not fill for any reason shall not be listed; if conditions change, it shall then be treated as a new vacancy.

25 NCAC 01I .1903 APPLICANT INFORMATION AND APPLICATION

(a) The primary source of public information and referral for vacancies in subject local government programs is the Employment Security Commission. Interested persons may contact their local ESC Job Service Office. Other sources may also be designated by local departments and agencies.

(b) Persons applying for a local vacancy must complete and submit the official application form designated by the hiring authority and approved by the reviewing state agency. It is not necessary for local agencies to accept official application forms in the absence of an actual vacancy under active recruitment.

(c) Each agency shall be responsible for evaluating the accuracy of statements made in an application, and may seek job-related evidence of the applicant's suitability for employment.

(d) An applicant may be disqualified if he:

- (1) lacks any of the preliminary qualifications established for the class of the position being applied for;

- (2) has made a false statement of material fact in the application process;
- (3) fails to submit an application correctly or within the prescribed time limits;
- (4) lacks the physical or mental ability to perform the essential duties of the position even with reasonable accommodation.

25 NCAC 01I .1904 VETERAN'S PREFERENCE

Persons entitled to veterans' preference must so indicate on any application filed. Verifying documentation may be required by the agency.

25 NCAC 01I .1905 SELECTION

(a) Selection of Applicants:

- (1) The selection of applicants for appointment will be based upon a relative consideration of their qualifications for the position to be filled. Advantage will be given to applicants determined to be best qualified and hiring authorities must reasonably document hiring decisions to verify this advantage was granted and explain their basis for selection.
- (2) Selection procedures and methods will be validly related to the duties and responsibilities of the vacancy to be filled. In any vacancy instance, the same selection process will be used consistently with all the applicants. Equal employment consideration will be afforded. Reference checking and other means of verifying applicant qualifications may be employed as necessary. It should be recognized and explained to persons selected that the probationary period is a required extension of the selection process.

(b) Minimum Qualifications:

- (1) The employee or applicant must possess at least the training and experience requirements, or their minimum equivalent, set forth in the state class specification for the class of the position to be filled. This shall apply in new appointments, promotions, demotions, transfers, and reinstatements.
- (2) The training and experience requirements serve as indicators of the possession of the skills, knowledges, and abilities which have been shown through job evaluation to be important to successful performance, and as a guide to primary sources of recruitment. It is recognized that a specific quantity of formal education or numbers of years experience does not always guarantee possession of the necessary skills, knowledges, and abilities for every position. Qualifications necessary to perform successfully may be attained in a variety of combinations. In evaluating qualifications, reasonable substitutions of formal education and job-related experience, one for the other, will be made upon request by the local appointing authority to the appropriate state review agency.

- (3) Management is responsible for determining the vacancy-specific qualifications that are an addition to minimum class standards. Such qualification requirements must bear a logical and job-related relationship to the minimum standard. Management shall be accountable for the adverse effects resulting from the use of qualification standards that are unreasonably construed.

- (4) The review authority for qualifications in questionable selection situations rests first with the respective Regional Personnel Office and Central Office of the Department of Human Resources, or in the state Office of Crime Control and Public Safety, and finally with the Office of State Personnel.

<http://www.osp.state.nc.us/ExternalHome/Group5/LocalGovmt/index.html>

NC GENERAL STATUTES 108A-12 – APPOINTMENT, SALARY & DUTIES AND
RESPONSIBILITIES OF LOCAL SOCIAL SERVICES DIRECTOR

N. C. G. S. Chapter 108A - Social Services.

Article 1 - County Administration.

Part 2 - County Director of Social Services.

§ 108A-12. Appointment.

(a) The board of social services of every county shall appoint a director of social services in accordance with the merit system rules of the State Personnel Commission. Any director dismissed by such board shall have the right of appeal under the same rules.

(b) Two or more boards of social services may jointly employ a director of social services to serve the appointing boards and such boards may also combine any other functions or activities as authorized by Part 1 of Article 20 of Chapter 160A. The boards shall agree on the portion of the director's salary and the portion of expenses for other joint functions and activities that each participating county shall pay.

§ 108A-13. Salary.

The board of social services of every county, with the approval of the board of county commissioners, shall determine the salary of the director in accordance with the classification plan of the State Personnel Commission, and such salary shall be paid by the county from the federal, State and county funds available for this purpose.

§ 108A-14. Duties and responsibilities.

(a) The director of social services shall have the following duties and responsibilities:

- (1) To serve as executive officer of the board of social services and act as its secretary;
- (2) To appoint necessary personnel of the county department of social services in accordance with the merit system rules of the State Personnel Commission;
- (3) To administer the programs of public assistance and social services established by this Chapter under pertinent rules and regulations;
- (4) To administer funds provided by the board of commissioners for the care of indigent persons in the county under policies approved by the county board of social services;
- (5) To act as agent of the Social Services Commission and Department of Health and Human Services in relation to work required by the Social Services Commission and Department of Health and Human Services in the county;
- (6) To investigate cases for adoption and to supervise adoptive placements;
- (7) To issue employment certificates to children under the regulations of the State Department of Labor;
- (8) To supervise adult care homes under the rules and regulations of the Medical Care Commission;
- (9) To assist and cooperate with the Department of Correction and their representatives;

- (10) Repealed by Session Laws 2003-13, s. 7, effective April 17, 2003, and applicable to all petitions for sterilization pending and orders authorizing sterilization that have not been executed as of April 17, 2003.
- (11) To assess reports of child abuse and neglect and to take appropriate action to protect such children pursuant to the Child Abuse Reporting Law, Article 3 of Chapter 7B of the General Statutes;
- (12) To accept children for placement in foster homes and to supervise placements for so long as such children require foster home care;
- (13) To respond by investigation to notification of a proposed adoptive placement pursuant to G.S. 48-3(b) and (c); and
- (14) To receive and evaluate reports of abuse, neglect, or exploitation of disabled adults and to take appropriate action as required by the Protection of the Abused, Neglected, or Exploited Disabled Adults Act, Article 6 of this Chapter, to protect these adults.

(b) The director may delegate to one or more members of his staff the authority to act as his representative. The director may limit the delegated authority of his representative to specific tasks or areas of expertise. The director may designate, subject to the approval of the Commissioner of Labor, additional personnel outside his staff to issue youth employment certificates.

POLICY OF THE STATE PERSONNEL COMMISSION:

20% - 60% POLICY ON DSS DIRECTOR SALARY RANGE

On July 1, 1999, the State Personnel Commission effected a rule change for Directors of Social Services, Public Health and Mental Health requiring the **minimum of the salary ranges** these positions are assigned to be no less than 20% and no greater than 60% than the highest level position supervised by the Director (with a few exceptions.) **This 20%/60% rule does not affect actual salaries or the maximum of the range created for these Director positions.**

STATE PERSONNEL COMMISSION JOB CLASSIFICATION
SPECIFICATION: County Social Services Director

NC 09929
OSP 10/98

COUNTY SOCIAL SERVICES DIRECTOR

This is directive/managerial work in serving as the executive officer of the county board of social services executing the authority of the board as defined in GS 108A-14. As agency director, employees direct other managers/supervisors, professional, paraprofessional, and support staff in the delivery of agency services and provide leadership and direction for program development, establishing program standards and monitoring and evaluating quality of service delivery systems. Employees supervise budget activities and may maintain direct involvement in conflict/complaint resolution, staffing and personnel issues and serve as the principle spokesperson for the agency relative to program issues. Work also involves representing the agency with government officials, other human services providers, and a variety of advocacy groups to influence the decision making process in order to insure adequate resources for program maintenance and expansion and the delivery of comprehensive services. Employees are appointed by and report to a local board of social services.

RECRUITMENT STANDARDS:

Knowledges, Skills, and Abilities- Thorough knowledge of the legal and philosophical basis for public welfare programs. Considerable knowledge of principles and practice of social work. Thorough knowledge of management principles, techniques, and practices. Knowledge of the agency's organization, operation and objectives and applicable federal and state laws, rules, and regulations. Ability to exercise sound judgment in analyzing situations and making decisions; direct employees and programs in the various areas of responsibility; and develop and maintain effective working relationships with the general public, and with federal, state, and local officials.

Minimum Training and Experience Requirements- A master's degree in social work and two years of supervisory experience in the delivery of client services; or a bachelor's degree in social work and three years of supervisory experience in the delivery of client services, one of which must have been in Social Services; or graduation from a four year college or university and three years of supervisory experience in the delivery of client services, two of which must have been in Social Services; or an equivalent combination of training and experience.

Special Note: This is a generalized representation of positions in this class and is not intended to identify essential functions per ADA. Examples of work are primarily essential functions of the majority of positions in this but may not be applicable to all positions.

PRIVACY OF APPLICANT RECORDS
N. C. G. S. Chapter 153A - Counties

§ 153A-98. Privacy of employee personnel records.

(a) Notwithstanding the provisions of G.S. 132-6 or any other general law or local act concerning access to public records, personnel files of employees, former employees, or applicants for employment maintained by a county are subject to inspection and may be disclosed only as provided by this section. For purposes of this section, an employee's personnel file consists of any information in any form gathered by the county with respect to that employee and, by way of illustration but not limitation, relating to his application, selection or nonselection, performance, promotions, demotions, transfers, suspension and other disciplinary actions, evaluation forms, leave, salary, and termination of employment. As used in this section, "employee" includes former employees of the county.

(b) The following information with respect to each county employee is a matter of public record: name; age; date of original employment or appointment to the county service; the terms of any contract by which the employee is employed whether written or oral, past and current, to the extent that the county has the written contract or a record of the oral contract in its possession; current position title; current salary; date and amount of the most recent increase or decrease in salary; date of the most recent promotion, demotion, transfer, suspension, separation or other change in position classification; and the office to which the employee is currently assigned. For the purposes of this subsection, the term "salary" includes pay, benefits, incentives, bonuses, and deferred and all other forms of compensation paid by the employing entity. The board of county commissioners shall determine in what form and by whom this information will be maintained. Any person may have access to this information for the purpose of inspection, examination, and copying, during regular business hours, subject only to such rules and regulations for the safekeeping of public records as the board of commissioners may have adopted. Any person denied access to this information may apply to the appropriate division of the General Court of Justice for an order compelling disclosure, and the court shall have jurisdiction to issue such orders.

(c) All information contained in a county employee's personnel file, other than the information made public by subsection (b) of this section, is confidential and shall be open to inspection only in the following instances:

- (1) The employee or his duly authorized agent may examine all portions of his personnel file except (i) letters of reference solicited prior to employment, and (ii) information concerning a medical disability, mental or physical, that a prudent physician would not divulge to his patient.
- (2) A licensed physician designated in writing by the employee may examine the employee's medical record.
- (3) A county employee having supervisory authority over the employee may examine all material in the employee's personnel file.
- (4) By order of a court of competent jurisdiction, any person may examine such portion of an employee's personnel file as may be ordered by the court.

- (5) An official of an agency of the State or federal government, or any political subdivision of the State, may inspect any portion of a personnel file when such inspection is deemed by the official having custody of such records to be inspected to be necessary and essential to the pursuance of a proper function of the inspecting agency, but no information shall be divulged for the purpose of assisting in a criminal prosecution of the employee, or for the purpose of assisting in an investigation of the employee's tax liability. However, the official having custody of such records may release the name, address, and telephone number from a personnel file for the purpose of assisting in a criminal investigation.
- (6) An employee may sign a written release, to be placed with his personnel file, that permits the person with custody of the file to provide, either in person, by telephone, or by mail, information specified in the release to prospective employers, educational institutions, or other persons specified in the release.
- (7) The county manager, with concurrence of the board of county commissioners, or, in counties not having a manager, the board of county commissioners may inform any person of the employment or nonemployment, promotion, demotion, suspension or other disciplinary action, reinstatement, transfer, or termination of a county employee and the reasons for that personnel action. Before releasing the information, the manager or board shall determine in writing that the release is essential to maintaining public confidence in the administration of county services or to maintaining the level and quality of county services. This written determination shall be retained in the office of the manager or the county clerk, is a record available for public inspection and shall become part of the employee's personnel file.

(c1) Even if considered part of an employee's personnel file, the following information need not be disclosed to an employee nor to any other person:

- (1) Testing or examination material used solely to determine individual qualifications for appointment, employment, or promotion in the county's service, when disclosure would compromise the objectivity or the fairness of the testing or examination process.
- (2) Investigative reports or memoranda and other information concerning the investigation of possible criminal actions of an employee, until the investigation is completed and no criminal action taken, or until the criminal action is concluded.
- (3) Information that might identify an undercover law enforcement officer or a law enforcement informer.
- (4) Notes, preliminary drafts and internal communications concerning an employee. In the event such materials are used for any official personnel decision, then the employee or his duly authorized agent shall have a right to inspect such materials.

(c2) The board of county commissioners may permit access, subject to limitations they may impose, to selected personnel files by a professional representative of a training, research, or academic institution if that person certifies that he will not release information identifying the employees whose files are opened and that the information will be used solely for statistical,

research, or teaching purposes. This certification shall be retained by the county as long as each personnel file so examined is retained.

(d) The board of commissioners of a county that maintains personnel files containing information other than the information mentioned in subsection (b) of this section shall establish procedures whereby an employee who objects to material in his file on grounds that it is inaccurate or misleading may seek to have the material removed from the file or may place in the file a statement relating to the material.

(e) A public official or employee who knowingly, willfully, and with malice permits any person to have access to information contained in a personnel file, except as is permitted by this section, is guilty of a Class 3 misdemeanor and upon conviction shall only be fined an amount not more than five hundred dollars (\$500.00).

(f) Any person, not specifically authorized by this section to have access to a personnel file designated as confidential, who shall knowingly and willfully examine in its official filing place, remove or copy any portion of a confidential personnel file shall be guilty of a Class 3 misdemeanor and upon conviction shall only be fined in the discretion of the court but not in excess of five hundred dollars (\$500.00). (1975, c. 701, s. 1; 1981, c. 926, ss. 1, 5-8; 1993, c. 539, ss. 1059, 1060; 1994, Ex. Sess., c. 24, s. 14(c); 2007-508, s. 6.)

SECTION C: SELECTION ACTIVITIES

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CHECKLIST FOR REVIEWING APPLICATIONS

- * Review the job description for the position you are attempting to fill. Note minimum requirements needed and refer to them often as you review resumes/applications.
- * Ignore the applicant's name, address or personal information to limit subconscious biases.
- * Attempt to ignore superficial issues such as style, typographical areas in favor of content, unless such issues are directly related to the position for which they are applying. Such scrutiny may unintentionally rule out members of protected classes.
- * Check work experience for applicability, length of time in each position, promotions or awards received, reason (or lack of reason given)for leaving each position.
- * Note gaps in employment but do not assume they were caused by negative reasons.
- * Check educational background for minimum required qualifications.
- * Note special skills that are job-related (i.e. computer software, office equipment).
- *Ignore experience, skills or credentials that are not job-related.
- * Note on a separate piece of paper any pertinent questions that arise when reviewing the resume/application. These may be helpful during a later interview or screening process.
- * Divide resumes into 3 groups - one for those that closely match job requirements and merit further investigation, one for those who meet minimum requirements and may be considered secondarily, and one for those who do not meet minimum requirements.
- * If necessary, screen the top group again to further narrow down the candidates. Generally, a top applicant pool of three to seven candidates is sufficient.

DSS Director Recruitment Worksheet

DSS Director Recruitment Worksheet
(To Be Used in Conjunction with Current Director Job Description)

Position Summary: _____

Essential Functions/Percentage of Time Spent on Each:

1. _____
_____ %

2. _____
_____ %

3. _____
_____ %

4. _____
_____ %

Other Functions:

1. _____

2. _____

3. _____

Current Mission/Goals of Agency:

Changes to Agency Mission/Goals:

Skills and Experience needed to change Mission/Goals:

Minimum Job Requirements:

Education: _____

Experience: _____

Specific Skills: _____

Specialized Knowledge, Licenses,
etc. _____

Other requirements (live in county, etc.) _____

Interviewing Do's and Don'ts

Interviewing Do's And Don'ts

1. Once the list of job-related interview questions is created, use it consistently for all applicants for the same position.
2. Stay away from questions that have more to do with personal lifestyles than job experience. Phrase the question so that the answer will describe on-the-job qualities instead of personal qualities. If the question is not related to performance on the job, it should not be asked.

In almost all instances, the following topics should be avoided in an interview:

- Age - is irrelevant unless you are concerned about child labor violations under the Fair Labor Standards Act, in which case you can ask for proof that he/she is old enough to work.
- Arrest record - do not ask at all - you may ask about convictions, but even then it would have to be relevant to the position in order to lead to immediate rejection.
- Association with present employees - this information is not relevant to an applicant's ability to perform successfully in a particular job, and the tendency to either encourage or prohibit the employment of friends or relatives of existing employees may create an adverse impact on members of protected classes.
- Bankruptcy and credit affairs - never ask about bankruptcy since it is illegal to discriminate on this basis under the Federal Bankruptcy Law - all credit inquiries must comply with the Fair Credit Reporting Act.
- Citizenship - unless required by law or regulation, you may not ask applicants if they are U.S. citizens since it is considered discriminatory under the Immigration Reform and Control Act. You may ask if candidates are authorized to work in the United States.
- Disability - the Americans with Disabilities Act makes it illegal to ask questions about an applicant's disability or perceived disability - it is crucial to focus on the job, not on the disability.
- Driver's license - avoid asking about it unless the job requires one since it could statistically screen out females, minorities and/or individuals with disabilities.
- Educational attainment - relevant if it is directly related to successful job performance - if not, avoid it because it could potentially screen out minorities.

- Emergency contact information - unnecessary at the application stage - and it can be discriminatory if it reveals information about the applicant's membership in a protected class.
- English language skills - only ask if it is a requirement of the job (i.e. an English teacher) - otherwise it could be construed as national origin discrimination.
- Family – questions about family planning, family size, child care plans, spouse’s employment do not offer any job-related information and should be avoided.
- Height and weight - can be discriminatory against females, Hispanics, and/or Asians - it is important to focus on what the job requires, not the person's physical characteristics.
- Marital status/name changes/spouse/children - any questions relating to these issues may be construed as discriminatory, especially against women – none are job-related.
- Organization or club membership - this might reveal protected class information and it is irrelevant (i.e. Knights of Columbus, NAACP or Diabetes Association)
- Pregnancy – questions about medical history concerning pregnancy or related health matters are not job-related and are potentially discriminatory.
- Race, color, religion, sex, or national origin - EEOC guidelines prohibit asking questions that may reveal this information; rejected applicants could have grounds for a discrimination suit if any of these questions were part of the application process.
- Union affiliation - could be considered an unfair labor practice under the National Labor Relations Act if the applicant claims he or she was not hired because of the union affiliation.
- Veteran status/military records - general questions about a person's background in the military should only be asked if based on business necessity or job-related reasons. If requested, such information should include a statement that general or dishonorable discharge will not be an absolute bar to employment but that other factors will be taken into consideration.
- Weekend work/shift changes - unless required for the job, the applicant should not have to state whether or not they can work on the weekends - this could screen out applicants who cannot work on some weekend days because of their religious beliefs.

Interviewing Tips

Interviewers try to gain as much information as possible from the applicant. The easiest way to accomplish this is by creating an atmosphere that allows the applicant to speak freely. The following are suggestions for fostering an atmosphere that is conducive to open discussion:

1. Try to put the applicant at ease at the beginning of the interview. If the applicant feels comfortable he/she will be more likely to share information with you. An effective way to do this is with introductory and welcoming remarks.
2. **!Be sure to ask only job-related questions!**
3. Try to ask questions that will facilitate discussion. Avoid questions that require a yes or no answer.
4. Don't ask leading questions. Keep the questions open-ended so that the employee has the opportunity to speak freely.
5. Listening skills are essential in an interview. It is important to let the applicant speak without being interrupted. Remember, the purpose of the interview is to obtain as much information as possible. In short: Listen; don't do all the talking.
6. While the applicant is speaking, watch his/her body language and facial expressions. These expressions will provide you with additional insight about what is being discussed at the time.
7. Ask open-ended questions which focus on behavioral descriptions rather than simply "yes or no" questions (that is, have them describe a work situation in which they handled stress well rather than just asking if they can "handle stress well").

Conducting Job-Related, Fair and Even-Handed Interviews

The process that you use to screen and select a director is, like any other recruitment and selection process, potentially vulnerable to allegations of discrimination. These allegations often take one of two forms: a complaint that the interview process was tainted by questions that illegally discriminated against the applicant, or that the interview process itself was administered in an inequitable or unfair manner.

A good start to this process is for the group that will be doing the interviewing to plan out the interview process, including setting out all the questions that will be asked.

Job Related

Obviously, the key to conducting a job related interview is to focus on the job duties and responsibilities, and those knowledges, skills and abilities essential to carrying them out. In drafting potential questions for the interview, a job description is extremely helpful. As the group determines what questions will help to assess the candidates, they should ask this question of themselves: How does this question relate to a knowledge, skill or ability necessary to do the job? If it doesn't relate to a requirement of the job, why are we asking it?

When it looks like a potential question does not meet the job related test, then ask: What is the real issue or concern here? If it appears there is a job related concern somewhere in the question, then pull it out and make that the question instead.

For example, consider these questions: What religion are you? What holidays do you celebrate? Will your minister provide a reference for you?

How do any of these questions relate to performing the work of a director of a social services department? Is there a legal or practical reason that a person of any religion (or no religious beliefs at all) could or could not perform this work? What's the job related concern behind these questions? Could it be a concern that the person will not be available on a regular basis to meet the work schedule for the director's position?

If that's the concern, then make that the question: Can you meet the work schedule of this position?

In the event that you can't find at least some job related concern or issue in a question that does not appear to be job related, then don't include that question.

However, getting job related questions is only part of the process. A best practice here would be, once the questions are decided on, to come up with two sets of answers: an benchmark or "acceptable" answer and a "best" answer. This allows you to differentiate in a quantifiable way between an interviewee who "just answers the question" and one whose answer is outstanding.

A part of this best practice is a standard interviewee evaluation form, with the question, the benchmark answer (and the “best” answer if one is developed), and room for the interviewer to record the response.

Fair and Equitable

The other way in which an interview process can be legally challenged is when it appears that the process was not administered in a fair and equitable way. The simplest way to address this is to treat every interviewee in as similar a fashion as is possible. This would include:

- Asking the same questions of each interviewee. One aid to doing this is for each interviewer to have a question list for each interviewee, with each interviewer being assigned individual questions.
- Asking open-ended questions. The interviewer asking the question has the freedom to ask follow-up questions, but the interviewers should be careful that each interviewee gets the same opportunity to respond to follow-up questions. If follow-up questions are a part of the question, then a benchmark response needs to be decided on before the interview.
- The responses to questions are evaluated against the same “answer key” with at least benchmark responses determined in advance.
- All interviewers write down the interviewee’s responses.
- Each interviewee gets the same opportunity to answer a question as fully or as briefly as the interviewee wishes.

Another best practice here would be for the interviewers to debrief as soon after the interview as possible so that the memories and impressions from the interview are as fresh as possible. Ideally, the interviewers should discuss the interview, the responses, and a rough evaluation of the interview immediately after the interview. However, the need to interview several candidates in succession may prevent that from happening.

The initial evaluation needs to be of the interviewee’s responses against the answer key, rather than against the responses of another candidate.

Interviewing Suggestions

It is recommended that Boards of Social Services provide each applicant being interviewed with the following information: updated job description, an organizational chart, general information about agency including services provided and the last annual report developed by the agency. This is not an all inclusive list. Boards should provide other information as appropriate for the particular agency and community.

It is also suggested that prior to beginning the interview that the Board ask any clarifying questions regarding written materials received from the applicant if needed. Such questions might include clarifying information from the application....dates that doesn't match up on employment or education and graduation dates.

From time to time, Boards will seek guidance regarding what types of questions to include in a structured interview process. There is no exact science to employ regarding good or best questions to ask. Questions may vary from agency to agency based on what the Board feels is most important to their community and the staff of the agency. There are some categories that question may fall into where all DSS directors should be able to demonstrate know ledges, skills and experiences in these areas. These categories should include Community; Client Advocacy; Program Administration; Budget and Fiscal Management, and Personnel/Human Resources.

Community Needs/Community Involvement:

Questions in this area should help the interviewing panel understand the applicants Knowledge , Skills and Abilities (KSA) in the area of community planning, community assessments, and community involvement. Questions should be developed that will aid the interviewing team in evaluating the applicant's ability to:

- Work with diverse populations
- Engage citizens
- Establish visibility in community at large
- Establish relationships with other agencies
- Evaluate public opinion and its impact the work of the agency
- Develop ways to assure continuous feedback from the community

Consider special factors applicable to your community and include these as well.

For example: If your community has a military installation, you might want to specifically ask a question pertaining to relationships and working with military personnel.

A sample question could look like the following: Are you familiar with BRAC? In our community, it is expected that by 2013, 40,800 new residents will have moved to the area as a result of the growth at our military installation. These new residents will consist of four major sub-populations: active duty military personnel, Army civilians, employees of private defense contractors, and other economic migrants who move to the area for employment. These individuals and their spouses, children, and other dependents will significantly impact the

region's resources. How would you project the impact of the addition of such a large population to your social services system?

Client Advocacy: Questions should be developed that will aid the interviewing team in evaluating the applicant's ability to:

- Assess the needs of clients
- Determine budget priorities that reflect client needs
- Engage with client groups in the community
- Understand changes in demographic composition within a community
- Create an open and customer friendly environment for the public

Program Administration: Questions should be developed that will aid the interviewing team in evaluating the applicant's ability to:

- Communicate the agency's mission and vision
- Plan strategically for program changes
- Establish priorities
- Provide direction in the work
- Use data in program planning
- Evaluate compliance with federal and state laws, regulations and performance outcome measures
- Supervise in case work and decision making in programs

Budget and Fiscal Management: Questions should be developed that will aid the interviewing team in evaluating the applicant's ability to:

- Develop budgets
- Manage budgets
- Ensure fiscal compliance and accountability

Personnel/Human Resources: Questions should be developed that will aid the interviewing team in evaluating the applicant's ability to:

- Recruit, select and hire qualified staff
- Train employees
- Evaluate employees
- Handle employee concerns
- Administer disciplinary action

How, When and Who to Do A Reference Check On Candidates

Points to Consider:

- Reference checking takes time and thus costs money.
- Reference checking done badly may result in potential legal liability.
- Data received in reference checking may OR may not be accurate.
- A criminal conviction check is NOT a reference check.
- Data received in reference checking may OR may not be useful in making a decision.
- Understand that you may get a “name, rank, serial number” type of a response.
- Understand you may not get a response.
- A credit check is NOT a reference check and may involve significantly more legally-required activity than you wish to carry out.

WHY

- Properly conducted, a pre-employment reference check can be a useful part of the decision-making process. The whole weight of the decision should not rest on the reference check, nor should the data from the reference check be ignored.
- Reference checks may uncover unsuitable work practices, deficient interpersonal skills, or other data that could result in re-examination of a previously settled decision.
- Or a reference check could disclose that the top candidate is indeed, the top candidate.

HOW

- Let the candidate/candidates know you are beginning reference checking. **(Note: Make sure you do not say, or leave the impression, that the candidate is the selected candidate. Tell the candidate that this is the final part of the decision-making process.)**
- Be sure to let the person you are talking with know that the responses will be kept confidential and will not be shared with the candidate.
- Document the questions you ask and the responses you receive. **DO NOT RELY** on your memory for this.
- Although a letter to use for a reference check is provided in this Toolkit, most organizations use telephone reference calls. Generally, this method is faster, and provides a more reliable response. Many people also prefer talking with someone providing a reference rather than receiving a letter.
- Use open-ended questions, rather than YES/NO questions. Open-ended questions may often lead to information that was not part of the original question.
- Focus on questions that will provide data that will help you make a good decision. Avoid “character” questions; almost no one will answer such a question in less than a positive fashion.
- Ask questions based on the individual’s *personal* knowledge of the candidate.

- You may ask for an opinion, such as, “Would you rehire this person?” If you ask for an opinion, make sure you qualify this as being based on facts or the individual’s personal experience with the candidate.
- Follow up any negative responses.

WHEN

- When you have focused on one or two finalists.
- Before a final decision is made.
- Making a reference check before that time is a waste of your time, and that of anyone you contact.
- Also, checking references before the final stage may place a candidate’s current job in jeopardy (or a candidate may feel that it does.)

WHO

It is a waste of time and effort to conduct reference checks on more than the final candidate (or candidates, if the decision has come down to two candidates.) If there is one finalist that the group agrees on, this is the appropriate person to check on. [See **WHEN** above.]

Script For A Telephone Reference Check

[Introduction/identification of caller]

[Purpose of call]

[Inform person that candidate listed him/her as reference.]

[Tell person that information from this check will remain confidential and will not be shared with the candidate.]

[Ask questions]

Sample questions:

How do you know this person?

How long have you known this person?

What was your business relationship with this person?

What presentational or group speaking skills did you observe this candidate exhibit?

How would you characterize this person's attention to detail? Ability to meet deadlines?

How would you characterize this person's interpersonal skills based on your experience with or observation of this person?

If I were to review this person's leave records with your organization, how would I characterize his/her use of leave?

Would you rehire this person? If not, why not?

If you have knowledge, tell me about a critical or sensitive situation you observed this person handle.

In your experience, did this person have any difficulty with rules, procedures or policies?

If you have knowledge, how did this person handle constructive suggestions or criticism?

[Ask the person if they have any other information that would be helpful in making a decision.]

[Thank the person for their time and their help in this important process.]

Media Contact Guidelines

Designate one person on either the Board or the Selection Committee to be the media contact. This person should be the sole spokesperson for the Board/Committee in media matters.

By law, there is no public information on any applicant. Nothing in any application can be shared with the media. In fact, no information directly tied to any applicant in the application process can be shared with any applicant.

The application *process* is public information. The media contact can share projected dates of selection activity, and even a hoped-for start date. Just be sure that no applicant information, even names, is shared with the media.

THE VACANCY ANNOUNCEMENT: WHAT, WHERE, WHEN, HOW MUCH

WHAT is **required** in a vacancy announcement, and **WHAT** is **optional**?

Required:

title – The job title will in all likelihood be, Director, X County Department of Social Services

salary range – Since there are no salary ranges established for the classification of DSS Director, you may use the minimum for your department under the 20/60 rule key duties

knowledge and skill requirements – This is different from the education/experience requirements

minimum education and experience standard – You must use at least the minimum requirements from State Personnel Commission policy. You may set a higher contact person for position to be filled – This is the person to whom applications should be sent. If you decide only to accept paper applications, a mailing address is sufficient.

deadline for submission of applications/closing date of vacancy – The announcement should state that applications must be received by the close of business on this date and that applications received (or, possibly, postmarked) after that date will not be considered. This deadline cannot be less than seven working days from the initial posting of the vacancy. Applications received after the deadline should not be considered. Leaving the job “open until filled” is not permitted under State policy.

Optional:

Depending on where you place the announcement and what the cost is, you may wish to provide additional information about the department, the county, any county restrictions (such as required residency in the county) or other information that would assist potential candidates in either selecting themselves in or selecting themselves out. For more specific ideas about what kind of optional information you could include, look at the “Best Practice” announcement included as part of this tool.

WHERE Should We Advertise Our Vacancy?

ESC
Newspapers
Universities/colleges
County web sites
Professional journals
Word of mouth
In the Department of Social Services

An important part of your recruitment process for a new director is a decision on where to recruit. Your choice of how wide you wish to cast the recruitment net will determine where you place your vacancy announcement.

If you are thinking that the new director could come from within the department and it won't be necessary to recruit outside the department, then the only place you are required to post would be within the department. On the other hand, if you wish to recruit from outside the department, you will need to list the vacancy with your local Employment Security Commission office.

You probably want to advertise your vacancy in other locations as well. A number of North Carolina colleges and universities offer bachelor's and master's degrees in social work and related areas. You may wish to advertise your vacancy with them. It is a best practice to list with all colleges and universities offering relevant undergraduate and graduate degrees in order to attract the broadest pool of applicants.

Your county most likely has a web site, and many of those have a special page that lists vacant jobs in county government. This is a good way to get your vacancy out – and it's free.

Don't overlook professional associations and journals in advertising this vacancy. Often, such opportunities will be low cost, maybe even free.

Traditionally, many employers, especially in the public sector, have chosen to advertise vacancies in area or regional newspapers. While the print versions of newspaper want ads are declining in effectiveness, newspapers (and other media outlets) usually have a web version, which often offers an opportunity to advertise job vacancies. Sometimes, placement of a print ad also puts the ad on the web site as well.

Finally, do not pass up the opportunity to spread word of your vacancy through word of mouth. While not recommended as the only way to advertise (it is inexpensive, but it generally doesn't provide a very diverse applicant pool), it can be a helpful and useful tool in conjunction with other advertising media.

WHEN Do We Advertise Our Vacancy?

Once you've made the basic decisions about the recruitment (where to recruit, what you're recruiting for, salary range, role of the new director), then it's time to get your vacancy out there and attracting candidates.

HOW MUCH Information Do We Put In Our Vacancy Advertisement?

What is required is covered at the beginning of this tool.

Everything not required is optional. You should assess the value/benefit of including additional information about the position, the department, the county in the context of interesting qualified persons in your vacancy, versus the cost of this additional

information. Depending on the media you use, there may be additional expense (such as in a newspaper ad) or very little to no expense (using a web site, especially a county web site.) For more specific ideas about what kind of optional information you could include, look at the “Best Practice” announcement included as part of this tool.

PRACTICAL ASPECTS OF THE APPLICATION PROCESS

Where to advertise?

- ESC
- Newspapers
- Universities/colleges
- County web sites
- Professional journals
- Word of mouth
- In the Department of Social Services

What form of application will we require or accept?

There are three choices here: the traditional, “hard copy” application form with an original signature; the faxed application of the original application; and, an electronically submitted digital application form.

While many businesses accept any or all of these forms of applications, most public employers in N. C. tend to accept only the “hard copy” application form or the faxed application form.

The advantages to your recruitment process are that faxing an application is often easier for the applicant and that you can fix a specific time and date that a faxed application was sent and received, which is much more difficult to do with a “hard copy” sent in the mail.

The final decision as to what form of application to accept rests with the selection committee.

What application to use and where can it be found?

There are no rules about what kind of application you can require to be used. Many counties use the State of N. C.’s application form (the PD-107). One reason for this is that this application form has been reviewed and meets all of the legal requirements of the State and the federal government. Another is that this form can be easily obtained from any state agency, any local office of the Employment Security commission or online at the Office of State Personnel web site. However, many departments of social services also use their counties’ application (if they have one.) The choice on this is yours.

Should we have a contact person or not?

Many times an organization will list a contact person that applicants may get in touch with. However, this is not required. A decision on this may hinge on whether your department of social services will have someone who can be the contact person (or

perhaps your county's personnel/human resources office) for this recruitment. Generally, the more information your advertisement contains, the less value a contact person will have.

Are we required to have a closing date on our search? What do we do with applicants whose application comes in after the vacancy has closed?

Vacant positions must have a closing date beyond which applications cannot be accepted. Your advertisement must contain a deadline for submission of applications. You may set this deadline as having to be received on or before a date certain, or simply can accept applications put in the mail by a date certain. Since mail is not always delivered on a timely basis, it may speed your process up to require applications to be received by a date certain.

Is there a proper procedure for collecting and distributing applications to the members of the selection committee?

The preferred way to do this would be to log in applications as they are received. Then, after the deadline, have either someone in Human Resources at the department or the county review the whole pool of applications to determine who is and is not minimally qualified. At that point, copies of the applications of those persons who are at least minimally qualified can be shared with the selection committee.

SECTION D: FORMS, GUIDELINES, SAMPLES

Contents

1. Vacancy Announcement – Basic
2. Vacancy Announcement – Best Practice
3. Candidate Qualifications Certification Form
4. Consent for Reference Checking
5. Sample Letter of Reference Checking
6. Letter Acknowledging Receipt of Application
7. Candidate Evaluation Form
8. Sample Letter for Candidates Interviewed, But Not Selected

VACANCY ANNOUNCEMENT – EXAMPLES

BASIC VACANCY ANNOUNCEMENT

SOCIAL SERVICES DIRECTOR – Bountiful County, N. C. Direct and manage a department, with a staff of 189 positions with an annual budget of \$90 million in a county of roughly 90,000 population. This position requires a master's degree in social work and three years of supervisory experience in the delivery of client services in a human services area; OR, a bachelor's degree in social work and four years of supervisory experience in the deliver of client services, two of which must have been in social services; OR, a bachelor's degree and four years supervisory experience in the delivery of client services, three of which must have been in social services; OR an equivalent combination of training and experience. The salary range for this position is from a minimum of \$48, 168 to a maximum of \$70, 074. Interested applicants should submit a Bountiful County employment application no later than October 1 to the Bountiful County Human Resources Department, P. O. Box 666, County Seat, N. C. 27715-666.

Bountiful County is an EEO/AA employer and only hires citizens and aliens lawfully authorized to work in the United States.

Why is this BASIC?

This announcement provides the bare minimum of information that is required by State Personnel Commission rules. The only additional information supplied is the number of positions in the department and the annual budget amount. This meets the minimum requirements, but may not be sufficient to interest any candidate not already acquainted with your county or your department. This requires a specific application form, and while it doesn't specifically say so, apparently only a hard copy original application will be accepted. There is no provision for faxed or electronic application submissions. There is no information about any additional requirements or any contact information such as a name, a telephone number or an email address.

How could we change this, and why?

You could eliminate some or all of the equivalencies that would qualify a candidate. You might determine in your initial decisions about this search that only a master's degree would be acceptable, or that only a bachelor's degree in social work would be acceptable. You might wish to include more information about the county, or the programs offered by the department. You could include a telephone number for more information, or you could include an email address or website that would provide more information. If there are additional requirements, such as pre-employment drug testing, or residency in the county, these can easily be added in.

However, this may be the format required by the media you are using for advertising the vacancy. If that's the case, then this announcement at least complies with Personnel Commission rules.

BEST PRACTICE VACANCY ANNOUNCEMENT

The Wonderful County Board of Social Services is seeking qualified applicants for the position of Director of the Wonderful County Department of Social Services. The Department operates two offices, one in the county seat of Happy Valley, and a satellite office in Crosdetrack. The Wonderful County Department of Social Services has an annual budget of \$150 million and a staff of 500 employees. The primary functions of this role include implementing and administering state and federal regulations and programs, planning initiatives to impact social problems, designing and implementing effective organizational structures, setting resource and programmatic priorities, and analyzing and evaluating departmental programs, policies and procedures for effectiveness and efficiency. Wonderful County has a population of approximately 250,000 and has been recognized several times as a Governor's City of Excellence. Modern Maturity magazine has ranked Wonderful County as one of the 25 best places in America for retirement living.

Candidates must meet the minimum qualifications:

A master's degree in social work and two years of supervisory experience in the delivery of client services; OR, a bachelor's degree in social work and three years of supervisory experience in the delivery of client services, one of which must have been in social services.

The successful candidate will be required to live in Wonderful County. Pre-employment drug testing is required.

The salary range for this position is from \$72, 350 to \$112, 800. Salary is dependent on the education and experience of the successful candidate.

To apply for this position, please submit a N.C. State Employment application form (PD-107). Please send the application to the attention of: Mr. Otis Campbell, Chair, Wonderful County Board of Social Services, P. O. Box 0101, Happy Valley, N. C., 27616-010. The PD-107 form is available from this website:

<http://www.osp.state.nc.us/jobs/gnrlinfo.htm>

Applications may be faxed to this number: 910/555-0666. Electronic application is not permitted at this time. Applications must be received no later than close of business on October 1. Applications received after that date will not be considered. Application may also be made through any local office of the N. C. Employment Security Commission.

Wonderful County is an EEO/AA employer and hires only citizens and aliens lawfully authorized to work in the United States.

Why is this announcement a “Best Practice”?

First, this announcement gives a much more complete view of the job, the organization, even the surrounding community than the BASIC announcement.

Second, more information about the application process is also included. For example, there is the name of the contact person (Mr. Campbell) and the information that hard copies and faxed copies of the application will be accepted (but that electronic applications will not). It clearly states what will happen with applications submitted after the closing date, and it informs applicants that they may apply through their local ESC office. It also directs an interested person to a website where they can download the appropriate application form.

Next, it provides a brief statement about the primary job duties of the position, and informs the reader that the Department has a main office and a satellite office.

Finally, the announcement is specific about what education and experience are minimally required, rather than the boilerplate statement: “or an equivalent training and experience” which does not provide much assistance to a potential applicant trying to determine whether he or she is qualified.

CANDIDATE QUALIFICATIONS CERTIFICATION FORM

**NC OFFICE OF STATE PERSONNEL
LOCAL GOVERNMENT HR SERVICES**

CANDIDATE QUALIFICATIONS CERTIFICATION FORM (CQC)
[REQUIRED ONLY FOR SELECTED CANDIDATE]

AGENCY: _____ **DATE:** _____

SUBMITTED BY: _____

Phone Number: _____ **E-mail:** _____ **Fax:** _____

1. Position classification title and class specification code for which certification of qualifications is required (use a separate form for each classification title):

2. Name of candidate agency believes to be qualified based on a review of credentials. Attach a completed, dated, signed application form, transcript (if required), and other pertinent information for each candidate. (If there are special considerations in questionable cases which, in your opinion, result in a candidate's ability to meet minimum qualifications, place an asterisk (*) beside that name and provide a written explanation as an attachment to this form.)

A. Applicant's Name: _____

B. Certification: _____

C. Comments:

Signature:

_____ **Date:** _____

****OSP CERTIFICATION OF QUALIFICATIONS IS CONTINGENT UPON AGENCY'S VERIFICATION OF CANDIDATE'S DEGREE(S) ARE FROM AN ACCREDITED COLLEGE/UNIVERSITY AND CANDIDATE POSSESSES ANY REQUIRED LICENSES, CERTIFICATIONS, REGISTRATIONS (OR ELIGIBILITY FOR REQUIRED LICENSES, CERTIFICATIONS, REGISTRATIONS IF SPECIFIED IN CLASS SPECIFICATION).***

3. Attach a copy of this form to the appointment form(s) of the person you employ/promote and maintain in your official personnel files.
4. You are responsible for verifying that candidates have required licenses, registrations, certifications, etc.
5. OSP will designate in Column B above whether or not a candidate meets minimum qualifications (excluding licenses, etc.).

Note: Once an applicant has been certified for a particular classification, that certification is valid indefinitely or until there is a change in the minimum requirements for the classification or there is a change in the applicant's education and experience since last reviewed.

July 1, 2005
Rev. 9/1/05/kal

CONSENT FOR REFERENCE CHECKING

CONSENT FOR REFERENCE

I hereby give my permission for _____

_____ To release verbally or in writing

information regarding my education or employment experience to _____

_____ of the County Department of .

_____ Specifically, I

authorize previous employers to comment on my job performance.

Signature _____

Date _____

SAMPLE LETTER OF REFERENCE CHECKING

STRICTLY CONFIDENTIAL INFORMATION
COUNTY
DEPARTMENT OF SOCIAL SERVICES
[address]

Letter of reference for: _____

How long have you know this person? _____

In what capacity have you known this person? _____

_____ Employer/Supervisory Relationship

_____ Peer/Working Relationship

_____ Academic/Field Practicum/Training Relationship

WORK PERFORMANCE

1. What abilities does this person have in giving or receiving instructions, in explaining to others, in communicating with other workers and the general public?

2. How frequently is this individual late for work or absent from work? Does this individual waste his work time or the work time of others?

3. Please give an example of a critical/sensitive situation this person has experience and explain how they related to it. How did they resolve this problem or difficulty?

4. What difficulties did this individual encounter in understanding and following rules, regulations, policies or procedures?

5. Would you rehire this individual?

PERSONAL RELATIONSHIPS AND ATTITUDES

1. In what way does this person show concern for others?

2. In what ways did this person show respect/concern for his/her job and for his/her co-workers?

3. When this person received criticism or constructive suggestions how did they they handle it?

GENERAL

1. Were you satisfied with the work performance of this individual?

What were their strengths?

What were their weaknesses?

2. If you would like to make other comments please do so.

Again, thank you for your time. Please return this form in the enclosed envelope and please sign the form. ***If form is not signed, it cannot be used.***

Signature of person providing information/title

Date

Letter Acknowledging Receipt of Application

Date

Applicant's Name
Address
City, State, Zip

Re: **Position Title and Number**

Dear Mr./Ms.:

We have received your application for the position of Director of X County Department of Social Services. Once the application period has ended, the Selection Committee will begin reviewing applications and contacting selected applicants for further discussion.

Please let us know if any of your contact information changes during this period.

Sincerely,

Chair, Selection Committee's Signature

cc: applicant log

CANDIDATE EVALUATION FORM

This form may be used to document the results of a candidate interview and to aid in selecting a new director.

Candidate Evaluation Form DSS Director County

Interviewer _____ Date _____
Candidate Name _____

Rating

Candidate evaluation forms are to be completed by the interviewer to rank the candidates' overall qualifications. Under each heading the interviewer should give the candidate a rating and write specific question-related comments in the space provided. Prior to the interview, the selection committee should prepare benchmark answers. These benchmark answers will be used to determine if the interviewee's responses are ACCEPTABLE, UNSATISFACTORY or EXCEPTIONAL. The committee may wish to prepare answers to better define an EXCEPTIONAL rating.

The rating system is based on the following:

Exceptional Acceptable Unsatisfactory

It is important to remember two points:

- (1) Ratings must be tied to benchmark answers, and
- (2) Questions must be job-related

Prior Work Experience - Has the candidate acquired similar skills or qualifications through past work experiences? [Questions 1, 2, 3]

Rating: E A S

Comments:

Verbal Communication - How were the candidate's communication skills during the interview (i.e. body language, answers to questions)? [Questions 1 - 9]

Rating: E A S

Comments:

Time Management - Did the candidate demonstrate, through their answers, good time management skills? [Questions 1 - 9]

Rating: E A S

Comments:

Customer Service - Did the candidate demonstrate, through their answers, a high level of customer service skills/abilities? [Questions 1, 3, 6, 7]

Rating: E A S

Comments:

Overall Impression and Recommendation - Final comments and recommendations for proceeding with the candidate. [Interview, Application, any other selection device]

Rating: E A S

Comments/Recommendation:

SAMPLE LETTER FOR CANDIDATE INTERVIEWED, BUT NOT SELECTED

Date

Applicant's Name
Address
City, State, Zip

Re: **Position Title and Number**

Dear Mr./Ms.:

We have completed the process of reviewing applications for the position of Director with X County Department of Social Services. After careful review of each candidate's qualifications, we have selected an individual considered to best match the needs of the position and organization.

We appreciate your interest and wish you the best of luck in your career.

Sincerely,

Chair, Search Committee's Signature