

HACKETTSTOWN REGIONAL MEDICAL CENTER
Administrative Policy and Procedure

SECTION: HUMAN RESOURCES

Number: HR17
Number of Pages: 3
Issue Date: June 1993
Revised Date: April 2006

TITE: HIRING PROCEDURES

PURPOSE:

To provide steps for Managers to follow when hiring a new employee while maintaining compliance with Fair Hiring Practices.

PROCEDURE FOR HIRING NEW EMPLOYEES:

1. Hiring Manager completes a *Personnel Requisition Form* and submits it to Human Resources (HR).

Note: A request for a new or additional position, including "overhires," must be adequately justified in writing and approved by Exception to Budget Committee before the requisition is processed.
2. HR approves *Personnel Requisition Form* via position control.
3. HR posts open position and recruits candidates as necessary (via advertising, etc.).
4. HR conducts initial screening of resumes/applications and contacts hiring manager for review.
5. The hiring manager, in conjunction with HR, selects candidates to interview.
6. HR obtains availability from hiring manager and schedules interview.
7. HR conducts the initial interview with the candidate providing information about work hours, compensation and job description. HR also provides information about the following: mission, values and critical success factors of Adventist HealthCare; appearance code and tobacco-free campus.
8. HR introduces the candidate to the hiring manager.

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9. On the Behavioral Interviewing Candidate Rating form, the hiring manager documents a decision to either hire the candidate or continue the search process. The hiring manager includes appropriate justification for the decision based on the competencies required on the job description. The Behavioral Interviewing Rating form are very important for legal documentation.
10. *Behavioral Interviewing Rating form* for all candidates are to be returned to HR. If the manager wishes to hire the candidate, a *Personnel Action Form (PAF)* must also be completed and forwarded to HR.

Note: *No offers of employment should be made at this point.*

11. Once the *PAF* and *Behavioral Interviewing Rating form* are received from the manager, HR will check the applicant's references and verify licenses and credentials, if applicable.
12. If references are satisfactory, HR, in conjunction with the manager, determines the rate of pay based on experience.
13. HR makes a conditional offer of employment to the applicant.
14. If the applicant accepts the position, appointments are made with Employee Health for pre-employment screening, including a physical and drug screen.
15. Upon satisfactory completion of pre-employment requirements, HR determines the new employee's hire date and General Orientation date.
16. HR notifies the hiring manager and the nursing office, if applicable, of hire and orientation dates.

PROCEDURES FOR INTERNAL TRANSFERS:

1. Position is posted via an approved *PAF* from manager.
2. Employees desiring a transfer obtain an *Application for Transfer* form from HR.
3. Employee completes *Application for Transfer*, obtains approval from current manager, and returns approved form to HR.
4. HR arranges an interview with the internal candidate to review the hours, job description, any benefit changes, and orientation requirement. Licenses and credentials, if applicable, are reviewed at this time.

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5. HR coordinates interview with hiring manager and all qualified applicants.
6. Hiring manager forwards to HR the *Interview Summary Sheet* and a *PAF*, if interested in hiring individual.
7. HR makes offer to the selected candidate and notifies others that the position has been filled.
8. HR ensures that a smooth transition occurs between departments by coordinating a transfer date with department managers. The start date should coincide with the beginning of a pay period.

PROCEDURES FOR REHIRING AN EMPLOYEE:

1. An individual interested in return to employment with HCH submits an application to HR.
2. HR coordinates interview with hiring manager and facilitates interview process as outlined above.
3. Hiring manager sends *PAF* to HR, if interested in rehiring the candidate.
4. HR checks references if candidate has worked elsewhere since leaving HCH.
5. HR makes offer and if accepted, coordinates pre-employment screening with Occupational Health.
6. HR coordinates hire date and schedules the employee to attend the next general orientation (if the employee has not worked for the hospital for six months or more).
7. The rehired employee is required to update all paperwork such as *Emergency Contact Sheet* and *W-4*. Employee will also be required to complete unit orientation and skills list if applicable.

ATTACHMENTS:

Personnel Action Form
Personnel Requisition
Behavioral Interviewing Candidate Rating Form
Telephone Reference Form
Application for Transfer Form
Recruitment Process Flowchart

HACKETTSTOWN REGIONAL MEDICAL CENTER PERSONNEL ACTION FORM

EMPLOYEE NAME:	EMPLOYEE #:
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PAY PERIOD BEGIN DATE:	
CHECK APPROPRIATE ACTION:	<input type="checkbox"/> PERSONNEL REQUISITION (SEE BACK) <input type="checkbox"/> NEW HIRE <input type="checkbox"/> REHIRE <input type="checkbox"/> TERMINATION
<input type="checkbox"/> TRANSFER <input type="checkbox"/> STATUS CHANGE <input type="checkbox"/> PROMOTION	

TRANSFERS/HIRES/STATUS CHANGES:

CHANGING FROM: PRIMARY POSITION TITLE: _____ HOURLY RATE: _____ GRADE: _____ <input type="checkbox"/> EXEMPT <input type="checkbox"/> NON-EXEMPT DEPARTMENT # _____ <input type="checkbox"/> REGULAR <input type="checkbox"/> FT <input type="checkbox"/> PT <input type="checkbox"/> TEMP. <input type="checkbox"/> PER DIEM SCHEDULED HOURS: _____ SCHEDULED WORK HOURS: _____ SECONDARY POSITION TITLE: _____ HOURLY RATE: _____ GRADE: _____ <input type="checkbox"/> EXEMPT <input type="checkbox"/> NON-EXEMPT DEPARTMENT # _____ <input type="checkbox"/> REGULAR <input type="checkbox"/> FT <input type="checkbox"/> PT <input type="checkbox"/> TEMP. <input type="checkbox"/> PER DIEM SCHEDULED HOURS: _____	CHANGING TO/ NEW HIRE/ REHIRE: PRIMARY POSITION TITLE: _____ HOURLY RATE: _____ GRADE: _____ <input type="checkbox"/> EXEMPT <input type="checkbox"/> NON-EXEMPT DEPARTMENT # _____ <input type="checkbox"/> REGULAR <input type="checkbox"/> FT <input type="checkbox"/> PT <input type="checkbox"/> TEMP. <input type="checkbox"/> PER DIEM SCHEDULED HOURS: _____ SCHEDULED WORK HOURS: _____ SECONDARY POSITION TITLE: _____ HOURLY RATE: _____ GRADE: _____ <input type="checkbox"/> EXEMPT <input type="checkbox"/> NON-EXEMPT DEPARTMENT # _____ <input type="checkbox"/> REGULAR <input type="checkbox"/> FT <input type="checkbox"/> PT <input type="checkbox"/> TEMP. <input type="checkbox"/> PER DIEM SCHEDULED HOURS: _____
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TERMINATIONS:

FROM: <input type="checkbox"/> ALL POSITIONS	<input type="checkbox"/> PRIMARY POSITION <input type="checkbox"/> SECONDARY POSITION
SEPARATION DATE: _____	NOTICE DATE: _____
REASON FOR RESIGNATION:	RESIGNATION LETTER ATTACHED: <input type="checkbox"/> YES <input type="checkbox"/> NO
ELIGIBLE FOR REHIRE: <input type="checkbox"/> YES <input type="checkbox"/> NO	EXPLANATION:
ID BADGE: <input type="checkbox"/> YES <input type="checkbox"/> NO	ACCESS FORM SENT TO IS TO
KEYS: <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A	TERMINATE EMPLOYEE
	<input type="checkbox"/> YES <input type="checkbox"/> NO
	ELIGIBLE FOR FAREWELL RECEPTION (SEE ADMIN. POLICY HR11): <input type="checkbox"/> YES <input type="checkbox"/> NO
	DATE OF RECEPTION: _____

MANAGER/ DIRECTOR SIGNATURE: _____	DATE: _____
HR DEPARTMENT SIGNATURE: _____	DATE: _____

HUMAN RESOURCES USE ONLY:	
TERMINATIONS: EXIT INTERVIEW SCHEDULED: AL PAYOUT <input type="checkbox"/> YES <input type="checkbox"/> NO	NEW HIRES/ REHIRES/CHANGES: BENEFITS ELIGIBLE: <input type="checkbox"/> YES <input type="checkbox"/> NO PROBATIONARY PERIOD ENDS: _____ # YEARS OF COMPARABLE EXPERIENCE: _____
HR/ POSITION CONTROL APPROVAL: <input type="checkbox"/> YES <input type="checkbox"/> NO	COPY TO ACCOUNTING SENT: _____
JOB CODE #:	COPY TO BUDGET SENT: _____
1 ST POSITION: _____	DATE ENTERED TO CERIDIAN: _____
2 ND POSITION: _____	BY (initials): _____

PERSONNEL REQUISITION

I. BIOGRAPHICAL INFORMATION:

Department:	Date:
Job Title:	Position:

II. STATUS:

Full-time ()	Part-time ()	Per Diem ()
Temporary ()	Temporary from	to

HOURS/PP: _____

SCHEDULED SHIFT HOURS: _____

REPLACING EMPLOYEE: _____

III. CRITERIA TO DETERMINE CRITICAL AND ESSENTIAL SERVICES:

License/ Credential Required:
Additional Education/ Experience Required:

IV. HUMAN RESOURCES APPROVAL - YES NO

Job code #: _____



Behavioral Interview Candidate Rating Form

Candidate Name:	Interviewing For: (Job Title & Department)	Date:	Interviewer Name:
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Was Gallup Interview Conducted? Yes No N/A Gallup Date _____ Numeric Score _____ Results: Low Predictive Predictive High Predictive

HUMAN RESOURCES--APPLICANT EVALUATION

Category	Expectation	Comments
Education	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Training	<input type="checkbox"/> Below <input type="checkbox"/> Acceptable, but additional required <input type="checkbox"/> Meets	
Work Experience/Work History	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Professional Appearance	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Communication Skills	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Professional Conduct/Attitude	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Job Interest Level, Enthusiasm, Career Goals	<input type="checkbox"/> Below <input type="checkbox"/> Meets	

Where did the candidate hear about the position? _____

Performance Dialogue Tool (Job description) given to applicant, reviewed, and discussed? Yes No

Salary and Benefits discussed, handouts given? Yes No

HUMAN RESOURCES--RISES EVALUATION

<p>Question: Please check level used</p> <input type="checkbox"/> Entry-Level <input type="checkbox"/> Experienced <input type="checkbox"/> Leadership	<p>Listen For (You may not hear all of these items. Use these as a guideline and score the candidate's response based on the criteria at the bottom of the page)</p>	<p>Score (1-4)</p>	<p>Comments</p>
<p>1. RESPECT: We recognize the infinite worth of the individual and care for each one as a whole person Entry Level: Tell me about a time when you had to work with someone difficult. Experienced: Describe a situation in which differences between you and a co-worker made it difficult to complete a task. Leadership: Describe a time when you solved a conflict between others at work.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Meets appointments and completes work assignments on time. <input type="checkbox"/> Is kind and doesn't gossip <input type="checkbox"/> Treats others with kindness regardless of their social, cultural, political, personal, religious, or physical differences. <input type="checkbox"/> Actively listens to ideas and suggestions of others and takes action where appropriate. <input type="checkbox"/> Places people's needs before paperwork. <input type="checkbox"/> Effectively communicates without the use of negative words (e.g. refrains from the use of anger and intimidation). 		
<p>2. INTEGRITY: We are above reproach in everything we do. Entry Level: Describe a time when you were asked to give confidential (secret) information. Experienced: Describe a time when you were asked to reveal confidential information about a customer or co-worker. Leadership: Describe a time when you knew that someone in your organization breached confidentiality.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Takes personal accountability for doing the right thing. <input type="checkbox"/> Follows through on promises. <input type="checkbox"/> Is truthful in word and action. <input type="checkbox"/> Admits mistakes and takes corrective action. <input type="checkbox"/> Acts in the best interest of others. <input type="checkbox"/> Shares confidential and private information only w/ those that need to know and are part of the solution. 		
<p>3. SERVICE: We provide passionate and attentive care in a manner that inspires confidence. Entry Level: Tell me about a time when you went out of your way to help someone. Experienced: Describe a time when you went out of your way to meet a customer's needs. Leadership: Tell me about a time when you served the needs of another department.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Puts the needs and concerns of others first. <input type="checkbox"/> Actively finds ways to help others. <input type="checkbox"/> Interacts with all customers in a caring and compassionate manner by listening attentively and responding to other's needs. <input type="checkbox"/> Keeps conversation positive and constructive and avoid negativism <input type="checkbox"/> Provides information to customers about service. <input type="checkbox"/> Apologizes to unhappy customers. 		

Past Experience Scoring Criteria:

4 = Great: Provided specific examples of experiences to exceed job requirements; clearly exceeded expectations. Demonstrated a high level of the competency in question.
3 = Good: Provided specific examples of experience where they met job requirements; met expectations. Demonstrated a moderate level of the competency in question.

2 = Satisfactory: Provided specific examples of experience where they met the minimum job requirements; minimally met expectations. Demonstrated a minimally acceptable level of the competency in question.

1 = Poor: Could not provide specific examples where they met job requirements; did not meet expectations. (Some applicants may have language difficulties or trouble recalling specific experiences; therefore, do not assign a score of 1 unless you have asked at least two probing questions and have given the applicant sufficient time to think about an answer).

HUMAN RESOURCES--RISES EVALUATION

Question	Listen For	Score (1-4)	Comments:
<p>4. EXCELLENCE: We provide world class clinical outcomes in an environment that is safe for both our patients and caregivers. Entry Level: Tell me about a time when you were on a team. Experienced: Tell me about a time when you didn't have all of the knowledge or skills required to do the best possible job. Leadership: Describe a time when you provided a solution to improve a process in your department.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Actively engages in process improvement. <input type="checkbox"/> Asks appropriate questions to ensure clear understanding of the problem or issue. <input type="checkbox"/> Follows-up to ensure resolution of the problem. <input type="checkbox"/> Asks for assistance as needed. <input type="checkbox"/> Consults with supervisor if unable to safely perform assigned task. <input type="checkbox"/> Provides constructive feedback to help others. <input type="checkbox"/> Pays attention to detail. 		
<p>5. STEWARDSHIP: We take personal responsibility for the efficient and effective accomplishment of our mission. Entry Level: Think of a day when you had plenty of things to do. Describe how you scheduled your time. Experienced: Describe a time when you used resources in an efficient manner, thus saving time and/or money. Leadership: Describe a time when you volunteered for a team/project to make a difference in your organization/community.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Takes action to reduce or manage risks when appropriate. <input type="checkbox"/> Identifies and recommends cost saving measures. <input type="checkbox"/> Uses time and materials wisely. <input type="checkbox"/> Participates in projects that focus on improved efficiency/reduced cost. <input type="checkbox"/> Shares available resources. <input type="checkbox"/> Works productively and accepts accountability. <input type="checkbox"/> Demonstrates responsibility in time and attendance. 		
<p>6. Subtotal: HR Score (Add Lines 1-5)</p>			<p>A candidate that earns a "1" in any category may not proceed to the next stage of the interview process.</p>
<p>7. Total Score: HR + Department</p>			

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- 3 = Good:** Provided specific examples of experience where they met job requirements; met expectations. Demonstrated a moderate level of the competency in question.
- 2 = Satisfactory:** Provided specific examples of experience where they met the minimum job requirements; minimally met expectations. Demonstrated a minimally acceptable level of the competency in question.
- 1 = Poor:** Could not provide specific examples where they met job requirements; did not meet expectations. (Some applicants may have language difficulties or trouble recalling specific experiences; therefore, do not assign a score of 1 unless you have asked at least two probing questions and have given the applicant sufficient time to think about an answer).



Behavioral Interview Candidate Rating Form

Candidate Name:	Interviewing For: (Job Title & Department)	Date:	Interviewer Name:
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DEPARTMENT LEADER--APPLICANT EVALUATION

Category	Expectation	Comments
Education	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Training	<input type="checkbox"/> Below <input type="checkbox"/> Acceptable, but additional required <input type="checkbox"/> Meets	
Work Experience/Work History	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Professional Appearance	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Communication Skills	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Professional Conduct/Attitude	<input type="checkbox"/> Below <input type="checkbox"/> Meets	
Job Interest Level, Enthusiasm, Career Goals	<input type="checkbox"/> Below <input type="checkbox"/> Meets	

DEPARTMENT LEADER

Competency/Question	Listen For	Score (1-4)	Comments
Competency: 1. Behavioral Question:			
Competency: 2. Behavioral Question:			
Competency: 3. Behavioral Question:			

Past Experience Scoring Criteria:

4 = Great: Provided specific examples of experiences to exceed job requirements; clearly exceeded expectations. Demonstrated a high level of the competency in question.

3 = Good: Provided specific examples of experience where they met job requirements; met expectations. Demonstrated a moderate level of the competency in question.

2 = Satisfactory: Provided specific examples of experience where they met the minimum job requirements; minimally met expectations. Demonstrated a minimally acceptable level of the competency in question.

1 = Poor: Could not provide specific examples where they met job requirements; did not meet expectations. (Some applicants may have language difficulties or trouble recalling specific experiences; therefore, do not assign a score of 1 unless you have asked at least two probing questions and have given the applicant sufficient time to think about an answer).

DEPARTMENT LEADER

Competency/Question	Listen For	Score (1-4)	Comments
Competency: 4. Behavioral Question:			
Competency: 5. Behavioral Question:			
6. Subtotal: Department Score (Add Lines 1-5)			

Past Experience Scoring Criteria:

4 = Great: Provided specific examples of experiences to exceed job requirements; clearly exceeded expectations. Demonstrated a high level of the competency in question.

3 = Good: Provided specific examples of experience where they met job requirements; met expectations. Demonstrated a moderate level of the competency in question.

2 = Satisfactory: Provided specific examples of experience where they met the minimum job requirements; minimally met expectations. Demonstrated a minimally acceptable level of the competency in question.

1 = Poor: Could not provide specific examples where they met job requirements; did not meet expectations. (Some applicants may have language difficulties or trouble recalling specific experiences; therefore, do not assign a score of 1 unless you have asked at least two probing questions and have given the applicant sufficient time to think about an answer).

PLEASE RETURN TO HUMAN RESOURCES WITHIN 2 DAYS

APPLICATION FOR TRANSFER

(Complete Section I and submit to your Manager/Director)

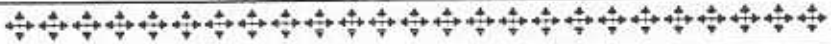
I. Employee Information	
Name:	Hire Date:
Current Title	Department:

Position Applying For:	Department:
Please indicate the reason(s) you feel you are qualified for this position:	

Employee Signature:	Date:
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II. Supervisor's Comments:	
Date Employee Discusses:	Supervisor's Comments:
Supervisor's Signature:	



III. Personnel:	Date Received by HR:
<input type="checkbox"/> Eligible to transfer <input type="checkbox"/> Not eligible to transfer	
Reason(s):	

Human Resources Signature:	Date:
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* If this form has not been signed by Human Resources, please send a copy to HR.

TELEPHONE REFERENCE

APPLICANT NAME:

CONTACT NAME:

PHONE:

EMPLOYER/RELATIONSHIP TO APPLICANT:

TITLE:

EMPLOYMENT DATES:

CONFIRMATION OF TITLE DATES:

QUALITY OF WORK:

STRENGTHS:

WEAKNESSES:

RELATIONSHIP WITH CO-WORKERS, CLIENTS, PATIENTS:

DEPENDABILITY:

WOULD YOU REHIRE/RECOMMEND:

REASON FOR LEAVING:

SIGNATURE

DATE

HACKETTSTOWN REGIONAL MEDICAL CENTER

RECRUITMENT PROCESS FLOWCHART

