

14 NOV -6 P4:20

**YAMHILL COUNTY**  
**Official Policy**

**Hiring Procedures Policy**

Board Order 87-593; Revised November 6, 2014

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**PURPOSE**

The purpose of this Hiring Procedures Policy is to ensure fair employment practices through an orderly hiring procedure which meets affirmative action goals, recruits the best qualified individuals, and provides employees with opportunities for advancement. This Hiring Procedures Policy also identifies responsibilities for the hiring process to ensure that recruitment activities are brought to a successful conclusion.

1. **Vacancies**

A vacancy in a department may occur through a resignation, retirement, termination, creation of a new position within the budget, by designation of the board of commissioners ("the board"), or by any other lawful means. When a vacancy occurs, the department head is authorized to fill it at the classification and salary range authorized in the annual budget or according to this Hiring Procedures Policy.

Requests for positions not approved in the annual budget must be submitted to the county administrator and then to the board for approval.

2. **Process for filling vacant positions**

a. **Open recruitment.** Except as otherwise authorized, all regular full and part-time positions shall be filled through an open, competitive hiring process. Regular employees are defined as those hired for an indefinite period, whether full or part-time. An open and competitive hiring process is defined as one in which candidates are recruited from the labor market at large and includes advertising the position in a newspaper of general circulation in Yamhill County or a trade journal, posting the position in the courthouse and other county locations as appropriate, providing a reasonable period of time to receive applications, and developing a screening process. An open recruitment also includes posting for internal promotions, pursuant to the terms of the appropriate collective bargaining agreement (CBA), if applicable.

b. Temporary employees may be hired through either a competitive or noncompetitive process, however all regular county employees are expected to obtain their positions through an open, competitive recruitment process. Temporary employees hired initially through a noncompetitive process are not eligible to apply for regular positions which are being advertised only through the internal ("in-house") posting process, per Board Orders 87-593 and 94-170. See Section 10, "Temporary Appointments".

B.O. 14-676

c. A "Request for Recruitment" form must be completed by the department and submitted to the human resources office for advertisement (see Exhibit A).

d. Departments are also encouraged to advertise temporary positions through the human resources office using the "Request for Recruitment".

e. Advertisement of a position is not required when it is sponsored by a federal, state, or college-subsidized job training or employment program.

f. This policy does not pertain to or replace the promotional preference granted to current regular employees. Examples of situations which would affect whether a temporary employee could be hired for a regular position are attached as Exhibit "C".

3. **Posting and Advertising**

a. Vacancies shall be posted according to the provisions of the appropriate CBA, if applicable. Where no CBA applies, jobs shall be posted for a minimum of 5 working days. At the request of the department head, internal posting may occur concurrently with outside advertising. However, in no event will concurrent posting negate or modify any promotional preference afforded by a CBA, if applicable.

b. **Layoff List.** Names of regular employees who are laid off from county service for non-disciplinary reasons shall be retained on a layoff list for one year. These employees shall be considered for filling vacancies in the same manner as employees currently working for the county. Persons who have been laid off in the same job classification shall be notified of vacancies.

c. **Job Announcements.** Generally, any position open to the general public is advertised at least once in a newspaper of general circulation in Yamhill County or trade journal, as well as posting the position in the courthouse. However, there may be situations for which local advertising is not productive. Department heads may request additional advertising as appropriate. The county administrator will determine the amount of advertising to be paid from the general administrative budget and the amount to be paid from department funds. Job announcements are generally listed with the Oregon State Employment Department and may also be sent to other employers, schools and colleges, and minority placement agencies. Advertising and announcements are prepared by the department and reviewed by the human resources office. Job announcements are to include, at minimum, the following information:

Name of position  
Starting salary  
Qualifications necessary  
Application closing date  
Shift or work week (if other than standard)  
Human resources office address/telephone  
Notation that Yamhill County is an equal opportunity employer.

Optional information regarding description of the job and any special qualifications such as bilingual skills or special certificates or licenses may also be included in the announcement.

b. **Closing date.** All positions advertised externally shall be open to applicants a minimum of five working days.

c. **Extension of closing date.** If, in the opinion of the department head, an insufficient number of applications have been obtained at the time the recruitment closes, the closing date may be extended by notifying the human resources office.

d. **No Closing Date or "Open Until Filled".** The recruitment will be posted without a closing date and will remain open until sufficient qualified applications are received. Human resources and the hiring manager will periodically review applications to determine a closing date for the recruitment.

e. **Open Continuous.** The recruitment will remain open indefinitely. This type of recruitment will be used at the hiring department's request when vacancies are frequent. The human resources manager may approve this type of recruitment on a case-by-case basis. Human resources and the hiring manager will periodically review applications to determine a closing date for the recruitment.

4. **Application requirements.**

a. Completion of a county application is required of every applicant. Employment applications will not be accepted for positions for which there is no active recruitment. Supplemental information may be included with an application (i.e., resumes, transcripts, letters of reference, etc.). Incomplete or falsified applications may be grounds for rejection of the applicant. All employment applications must be submitted to the human resources office in order to keep the affirmative action data included on the application confidential, as required (B.O. 90-707).

b. Applications must be received by the job announcement's closing date in order to be considered. Requests to consider or hire late applicants will be denied (B.O. 90-707).

5. **Veterans Preference.**

Veterans preference points shall be added to the application, testing, and interview scores according to the procedures set forth in the Oregon Revised Statutes (ORS Chapter 408) and County policy. Qualifying veterans and disabled veterans may obtain preference by submitting as verification of eligibility a copy of the Certificate of Release or Discharge from Active Duty (Form DD-214 or DD-215), or a letter from the U S Department of Veterans Affairs indicating receipt of a non-service connected pension. Disabled veterans must also submit a copy of their veterans disability preference letter from the U S Department of Veterans Affairs, unless the information is included in the DD 214 or DD-215.

6. **Supplemental application (or questionnaire) and testing.**

Departments may require applicants to submit a supplemental application or to respond to a supplemental questionnaire, if such forms have been approved by the human resources office prior to being used. Written, oral, or psychological performance examinations may be used provided the tests have been validated or can be shown to test the specific attributes necessary to job performance. Departments administering written tests shall develop procedures for test administration.

7. **Application Review and Interviews.**

a. After the closing date, the department head shall review the applications and develop a list of applicants to interview who are deemed to best meet the qualifications of the position. The criteria used to evaluate the applications shall be based on the qualifications set forth in the job announcement. Qualifying veterans and disabled veterans shall be granted the appropriate preference as per the Yamhill County Veteran Preference Policy.

d. The candidates chosen shall be interviewed by a panel of at least two staff members selected by the department head, one of whom may be the department head. The department head or panel shall develop a list of questions to be asked of each candidate and each panel member shall keep a written record of the candidate's responses. All pre-employment questions should be designed to obtain information relating only to qualifications for successful job performance. Interview panels must avoid asking any questions relating to age, race, gender, sex, religion, national origin, family relationship, marital status, or workers' compensation claims. No remarks, even if intended in jest, should be made concerning the above-noted topics. Additional information regarding the interview process is attached as Exhibit "E".

e. Upon completion of the interviews, the panel shall review its notes and make a recommendation to the department head regarding the person or persons best suited for the position. The department head may accept the panel's recommendations, conduct further interviews, or, if in the department head's opinion no suitable candidate has evolved, reopen the recruitment process.

f. **Notice to applicants.** Applicants who were interviewed, but not selected for the position, are to be notified by the department head in writing in a timely fashion.

8. **Examinations / Investigations**

a. **Physical examination.** Good physical condition may be a requirement of some positions. The hiring process for those positions will include a physical examination, at county's expense, for the most qualified candidate. Only specific positions are subject to this provision – check with human resources prior to making a determination if a physical examination is allowed. The department head shall select a physician to perform the exam and

shall provide the physician with a copy of the job description which includes a detailed description of the manual labor duties that must be performed. If the physician reports any physical limitations, the department head shall meet with the prospective employee to determine if reasonable accommodation can be made to permit the employee to work.

b. **References and Background investigations.** Prior to extending an offer of employment, the department head shall contact at least two references not related to the applicant. Background investigations may be conducted for appropriate positions. The department head shall ensure that a written record of the investigation is on file.

9. **Hiring.**

a. **Request for hire.** After all screening has been completed and the department head has made a final selection, a request for hire shall be submitted to the county administrator for approval via a memorandum and a personnel action form. Department heads should not extend an unconditional offer of employment prior to receiving county administrator approval. All offers of employment or confirmation of oral acceptance of employment shall be in writing (sample letter attached as Exhibit "B"). Any additional items agreed upon between the applicant and department head should be included in the letter. The applicant is expected to sign the letter accepting the offer of employment prior to beginning work. The letter will be placed in the applicant's personnel file. No employee shall be placed on the payroll prior to the county administrator's (or board's) formal approval.

c. **Placement on range.** A person who meets the minimum experience requirements for the position as outlined in the job announcement and the job description may only be appointed at the entry level step. A person who exceeds the minimum requirements may be granted a mid-range appointment at the discretion of the department head and county administrator, provided that:

- 1) The experience was obtained doing the same or similar work.
- 2) The work was performed in the same type of organization or similar organizational environment.
- 3) The person is an exceptional candidate, in the opinion of the department head.
- 4) Funding is available in the department's budget to pay the higher salary costs.
- 5) There is evidence either through the candidate's salary history or statements by the candidate that the position will not be accepted at the lower step.

If all of the above criteria are met, a mid-range appointment may be made. If a mid-range appointment is being considered, the following information will serve as a guide to placement on the salary range:

<u>Minimum Experience</u>	<u>Maximum Requirement Step Placement</u>
1.0 - 2.5 years	2

2.6	-	5.0 years	3
5.1	-	and more	4

Some mid-range placements may require notice to a labor organization. The current CBA, if applicable, should be consulted regarding this matter when considering mid-range appointments.

e. **Orientation.** At the beginning of employment, employees will work with the human resources office to assure uniform management of various employment related issues. New employees must meet with human resources within 3 business days following their start date and new employee start dates should occur on or near the next business day following the 9<sup>th</sup> or 24<sup>th</sup> of each month to coincide with the beginning payroll reporting periods. Human resources will schedule new hire orientation meetings near the start of pay periods and department heads are responsible for ensuring new employees attend the new hire orientation meetings. New hire orientation will include payroll sign-up and explanation of county-paid and other available benefits, medical insurance, retirement plans, accrued leave, and handbook policies.

#### 10. **Temporary appointments**

a. Temporary personnel actions (other than “on-call” or contract employees) will be limited up to one year in duration. Persons hired under a limited duration federal, state or private grant may be hired for up to one year. Temporary hires or temporary promotions require advance approval by the county administrator prior to the effective date of hire or promotion.

b. The personnel action form for each temporary hire shall specify both the effective date and the exact termination date for the appointment.

c. Regular employees who receive additional pay as the result of a temporary promotion shall revert to their normal rate of pay immediately after the ending appointment date. Employees working under a temporary appointment shall be dropped from payroll immediately after the termination date.

d. Department heads may extend the duration of a temporary appointment with the consent of the county administrator. However, the extension must be approved by the county administrator prior to the originally anticipated ending date. Department heads should consult with the human resources office regarding the provisions of the appropriate CBA, if applicable, because in certain circumstances a temporary employee will automatically become a bargaining unit member beyond a fixed time period, vested with certain collective bargaining rights.

e. If a department head fails to remove a temporary employee after the ending date or continues a temporary appointment or promotion past the termination date, the county may be obligated, under employment law or a CBA, to compensate the employee. In such cases, the department head or responsible manager shall appear before the county administrator to explain why the procedures for temporary appointment were not followed. In addition, since failure to follow these procedures creates additional work for other offices, the department shall be

charged an administrative fee of \$100 to compensate the accounting and human resources staff for the additional work.

f. This policy does not apply to out-of-class appointments lasting less than 60 consecutive calendar days, nor does it apply to occasional non-consecutive out-of-class appointment opportunities, as provided in the appropriate CBA, if applicable.

g. In any situation where this policy conflicts with a county CBA, the applicable CBA shall take precedence.

#### 11. Contract employees

a. A contract employee is a limited duration or regular part-time employee who performs a limited duration or part-time specialized function for the county at a rate of pay that is not a regular county wage, and whose assignment does not meet the definition required for an independent contractor. The contract employee does work that is professional or technical in nature and which is not covered under the terms of a CBA. Workers' compensation insurance coverage is provided by the county for contract employees. Otherwise, the only county benefit provided to a contract employee is retirement, if the minimum requirements for PERS coverage are met. State, federal, and FICA taxes are withheld in the same manner as for all other employees.

b. A *temporary* contract employee may fill any professional or technical position expected to be short-term. The temporary contract employee designation may be used to temporarily fill a position which, in the opinion of the department head, county administrator and board, does not offer a salary range sufficient to attract qualified individuals. It is the intent of the board that use of temporary contract employees be limited to special or unusual circumstances. Under no circumstances should this process be used to circumvent the usual hiring process for filling vacancies.

c. A *regular* contract employee may fill a professional or technical position of less than 20 hours per week. Regular contract employees are most appropriately used in circumstances where the standard county job classification will not cover the responsibilities required of the employee. This category may be used in other circumstances where the work is of such a specialized and limited nature that the regular hourly salary would not be sufficient to attract a qualified applicant. The initial wage for a regular contract employee shall be limited to a maximum of 125% of that paid to a regular full or part-time or temporary employee working at step 3 of the classification. Wages paid at any time after the initial contract period as provided in the contract employment agreement shall not exceed 130% of the top of the appropriate range.

d. All contract employees shall be hired through an employee contract on a form approved by county counsel. The terms and conditions of employment are to be specified in the contract which must be approved by the board and shall, at minimum, specify the wages and duties of the individual hired for the position. A personnel action which specifies the term of employment, rate of pay, and benefit status must also be provided to the human resources and payroll divisions with the contract employment agreement.

e. A presumption exists in favor of the establishment of a regular employee/employer relationship rather than the contract employee/employer relationship. A department head will need to articulate to the county administrator and board specific reasons why the usual regular employee/employer relationship is not appropriate.

12. **Miscellaneous**

a. **Applications on file.** If the county has advertised for a particular classification within the past six months, any department requiring a person to fill the same or similar (lower) classification may choose a candidate from the applications on file. Availability of such a list shall not preclude the posting requirements noted in Section 3 above.

Nothing in this policy shall negate or modify the county's responsibility to offer promotion or transfer opportunities to employees as required in this policy or any CBA (if appropriate) or equal opportunity requirements.

b. **Hiring friends and relatives.** No special consideration will be given to employing friends or relatives. All applicants will be considered equally. Although an employee may not supervise another employee who is a relative, related employees may work in the same department.

d. **Rehiring former employees.** Rehire of a former employee depends on the employee's past employment record and the reasons for leaving the position. Special consideration is given only for unusual or unique circumstances such returning to college for higher level of education; health reasons; military service; part-time, seasonal, or temporary work. Rehire is at the discretion of the department head in consultation with the human resources officer and county administrator. Seasonal, part-time, and temporary employees must have worked for the duration of their pre-agreed term to be considered for re-employment at a later date.

e. **Part-time promotions.** Where a department has a need for a part-time position and employees at lower classifications are available to fill such a position, the vacancy shall be posted. Current employees may be appointed to such positions provided that this creates no hardship on the department and no overtime or extra pay is required.

f. **Conflict with CBA.** In the event any portion of this policy conflicts with a CBA, the CBA shall take precedence with respect to the point in conflict.

g. **Exceptions.** The board, upon request of the county administrator, a department head, county counsel, or the human resources office, may grant an exception to this Hiring Procedures Policy by taking formal board action.

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Exhibit "A"

REQUEST FOR PERSONNEL RECRUITMENT

Classification Title: \_\_\_\_\_

Department: \_\_\_\_\_

Salary Range: \_\_\_\_\_

Actual Salary proposed (generally probation to Step 3) \_\_\_\_\_

The position is: Fulltime \_\_\_\_\_ Part-time \_\_\_\_\_ (#hours/week)

\_\_\_\_\_ On-call \_\_\_\_\_ (Est. # hours/week)

\_\_\_\_\_ Temporary \_\_\_\_\_ thru \_\_\_\_\_  
(Estimated duration)

Indicate shift and any special or unusual work hours:

Day \_\_\_\_\_ Swing \_\_\_\_\_ Night \_\_\_\_\_ Rotation shifts? \_\_\_\_\_

Night meetings required? \_\_\_\_\_ How often? \_\_\_\_\_

List requirements and desirable job-related qualifications/experience/certification which should appear in the ad:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Closing Date for Applications: \_\_\_\_\_ Employment to begin:

\_\_\_\_\_

Advertise as follows:

\_\_\_\_\_ News Register \_\_\_\_\_ Newberg Graphic \_\_\_\_\_ Sheridan Sun

\_\_\_\_\_ Statesman Journal \_\_\_\_\_ Oregonian

\_\_\_\_\_ In-House Only \_\_\_\_\_ Other (specify) \_\_\_\_\_

List the contact person in your department who can answer questions regarding the position:

Name / ext # \_\_\_\_\_

Signed: \_\_\_\_\_

\*\*\* Please attach a copy of the current classification description to assist staff in answering questions from applicants \*\*\*

**Exhibit "B"**

**SAMPLE LETTER OFFERING EMPLOYMENT**

Successful Applicant  
Address  
Address

Dear M\_\_ \_\_\_\_\_:

This letter is to officially note the County's offer and your acceptance of the position of [POSITION NAME] in the [NAME] department.

Your duties will begin at [TIME and START DATE]. You can report to your new work site at [WORK LOCATION] at that time. Your usual work week will be from [DAY] to [DAY] and your usual hours will be from [\_\_ a.m.] to [\_\_ p.m.]. This schedule may vary from time to time, in accordance with an applicable labor agreement. Sufficient notification will be given of any changes in the work schedule.

The salary will be [i.e., step 1, step 2] of the salary range for the position, at [\$\_\_] per month. Your employment will be in a probationary status through [DATE]. "Probationary" status means that your employment may be terminated at any time, for any reason, not prohibited by law. Your first salary review is scheduled for [DATE].

As was discussed in the interview, you will [or "will not"] receive the standard employee benefits package. You will be notified of any changes in benefits.

If these conditions are acceptable, please sign below, and return this letter to me before the employment start date noted above.

Welcome to county employment - we look forward to a beneficial and productive association.

Sincerely,  
[department head name; title]

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I accept the terms as offered subject to final employment approval by the county administrator or Board of Commissioners, and understand that no representative of Yamhill County has any authority to enter into an agreement for employment for a specified period of time, nor to any agreement contrary to the above, and that I will be notified of changes in the above conditions.

Signature

Date

**Exhibit "C"**

**Examples of Temporary Employees Applying  
for Regular Full or Part-time Positions**

Example 1: A department requires temporary help to fill in for a regular employee on leave. The department head contacts person X who had previously inquired about employment. The vacancy is not posted and no advertising is done. X is hired as a temporary employee. Prior to expiration of the leave, the regular employee resigns. The department head posts the vacant position for internal recruitment only. X applies and the department head wants to hire X.

Under this policy, X cannot be hired for the position since X did not enter county service through an open competitive recruitment.

Example 2: A department needing temporary help with workload contacts the personnel office to obtain a list of applicants who recently applied for an Office Specialist II position. Three persons willing to work on a temporary basis are interviewed and applicant Y is selected. Two months later a new regular position is created in the department. The vacancy is posted internally and the department head wants to hire Y.

Since Y originally came to work for the county through an open competitive process, the hire is allowed.

Example 3: A department with a large seasonal workload holds an open recruitment for four temporary positions. One month later a vacancy is created in the department due to a resignation. An in-house recruitment is posted and Z is selected.

This hire is acceptable because Z was hired into the temporary position through an open, competitive recruitment.

Example 4: Q is a temporary employee of the county. Q applies for a regular position that is being advertised both internally and to outside applicants. Q is selected.

This hire is allowed because the regular position will be filled through an open competitive process.

There may be other scenarios possible under this policy. The examples are for illustration only. The point is simply that in the interest of fairness, only those who have applied through an open, competitive recruitment process, should be hired as regular employees.



## EXHIBIT "D"

### Examples of the Interview Process

**Preparation.** Review the application; know the requirements of the position and its job description. Provide for privacy and uninterrupted time. Establish rapport by being friendly and helping the candidate feel comfortable. It's fine to make reference to items of mutual interest, such as hobbies, home towns, etc. Avoid topics of discrimination (i.e., foreign accent or addresses, type of military discharge).

**Interview.** Encourage discussion of the applicant's personal interests and work background. You are seeking information about the level of complexity of previous work experience, extent of responsibilities, motivation, attitudes, achievements, level of authority; personal goals and objectives; military service background as it applies to the position; education, if applicable (i.e., janitorial services need not be based on possession of a high school diploma).

Ask for past work experience in detail when a candidate appears too good to be true.

Be candid. Ask for skill areas the applicant feels need improvement.

Explain the job and job requirements. Ask the candidate for self-analysis; allow time for considered responses. Example: what is your overall background which will enable you to perform well in this position?

Allow a period of time for questions and answers by the applicant. Close the interview by explaining the next steps in the hiring process.

#### **Pitfalls to avoid.**

**Halo effect** - don't let one thing you like about the candidate color everything else.

**Projection** - don't project your own qualities onto the candidate. Don't take everything the candidate says at face value simply because you share a common trait or value.

**Prejudgment** - don't make a decision before the candidate has even started to speak.

**Stereotypes** - don't bring your own prejudices into the interview. Know your biases and make sure they don't interfere with your judgment of the candidate.

**Initial impression** - positive or negative, don't let an initial impression affect your objectivity. Give each candidate a chance for response to the questions you ask.

**Questions not to ask.** The questions below are unlawful to ask based on the following federal laws: Title VII of the Civil Rights Act of 1964, the Equal Pay Act of 1953, the Age Discrimination in Employment Act of 1967, the Rehabilitation Act of 1973, Vietnam Era Veterans Readjustment Act of 1973, and Executive Orders 11246 and 11375 regarding government contracts.

**Do not ask** whether an applicant is married, single, divorced, widowed, etc. For example, a value judgment that a divorced person might not be as stable or mature as a married person is an invalid one. Avoid stereotypes and generalizations.

**Do not ask** about an applicant's religious denomination or affiliation, what holidays are observed, or about membership in clubs, fraternities, lodges, etc., if the names of those organizations would indicate religious affiliation, national origin, race, ancestry, or color.

**Do not ask** how the applicant acquired the ability to read, speak, or write a foreign language, or about the applicant's national origin or ancestry, i.e., how long the applicant has been a resident of the United States.

**Do not ask** for any information regarding an applicant's age, future marital plans, plans to start a family, pregnancy, child care arrangements, or whether an applicant's spouse objects to the applicant's travel, or the occupation of the applicant's spouse, father, brother, etc.

**Do not ask** about the type of military discharge received by the applicant or the arrest record of the applicant.

**Do not ask** about the applicant's opinions on civil rights issues or women's issues.

**Do not ask** any questions that are not relevant to the job under consideration or jobs to which the applicant might logically be promoted or transferred.

In summary, **if it isn't job-related, don't ask it.** Questions should be related to the qualifications for the job, nothing more. Standardize your interviews by using the same questions of all applicants. Don't use questions for one group (i.e., women, racial minorities, disabled veterans, etc.) that you wouldn't use for the majority group (i.e., white males).

### **Examples of interview questions**

These suggestions are grouped by topic and may not all be applicable to your situation.

**Education:** What subjects were interesting and why? How were your grades? Do you think grades are an indication of a person's ability? Have you taken any additional courses or training since leaving school? If you were to start your education over, would you do anything differently?

**Fulltime work experience:** Describe your current job in detail. Tell me how you spend a typical day at work. Expand on your reasons for leaving your previous job. What tasks do

you find

most interesting and satisfying? On former jobs, were you asked to contribute new ideas for improvements? Were they implemented? What were the results?

On former jobs, did you work alone or as part of a team? Were you satisfied with your advancement in previous jobs? How do you think your experience fits in with the job as it's been described to you? What are your strengths and how will they apply to this position? What are your weaknesses and what are you doing to overcome them? What makes this job appealing to you? Have you worked under stressful conditions before? How did you handle it? If we asked your present employer, how would your work attendance record be described?

Attitude and motivation: Do you feel you've been successful in your career so far? What steps have you taken during your career to qualify for better jobs or to improve your skills? What do you envision yourself doing five years from now? What is the most valuable criticism you've ever received?

Ability to get along with others: How would your present supervisor describe you? What would the people who work for or with you say about you? Do you prefer to work alone or with a group? What do you think are the most effective ways to motivate people? What methods seem least effective?

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Accepted by Yamhill County  
Board of Commissioners on  
11-6-14 by Board Order  
# 14-674

**Exhibit "E"**

**SAMPLE FORM for REFERENCE CHECK**

[This sample form would be included with a letter requesting a reference.]

Name of former employee: \_\_\_\_\_ Hire date: \_\_\_\_\_

Position title: \_\_\_\_\_ Termination date: \_\_\_\_\_

Reason for termination: \_\_\_\_\_

Duties:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Would you rehire this individual? ( ) YES ( ) NO

Why or why not?

\_\_\_\_\_

How would you rate this person's attendance?

\_\_\_\_\_

Was this person often tardy?

\_\_\_\_\_

Did you prepare a performance appraisal on this individual? ( ) YES ( ) NO

If yes, what was the overall rating?

\_\_\_\_\_

On a scale of 1 to 10, what overall rating would you give to this person?

\_\_\_\_\_

Did this person work well with the public and fellow workers?

\_\_\_\_\_

Other comments:

\_\_\_\_\_

\_\_\_\_\_

Name & title of person providing reference:

Name of Employer:

Thank you for taking the time to fill out this information. We would like to remind you to review this information and be sure that you have not included any information which would reflect the person's membership in any of the protected classes (i.e., race, color, sex, marital status, national origin, age, religion, mental or physical handicap, on-the-job injuries, etc.)