

**GUIDE TO THE JOB RECRUITMENT  
AND HIRING PROCESS  
FOR GEAUGA COUNTY**

GEAUGA COUNTY BOARD OF COMMISSIONERS  
470 CENTER STREET, BUILDING #4  
CHARDON, OH 44024-1071

*Supplement to  
Geauga County  
Personnel Policy and Procedure Manual*



## **INTRODUCTION**

Geauga County's Equal Employment Opportunity Policy Statement and Affirmative Action Plan shall be followed in all employment activities and employment decisions. Recruitment and hiring procedures shall follow the procedures in this *Guide to the Job Recruitment and Hiring Process for Geauga County*.

This guide is to be used as a supplement to the established policies and procedures of the Geauga County Board of Commissioners. It is intended to assist Department Directors in managing their workforce more efficiently through a better understanding of the range of prohibitions the employment discrimination laws present. It is intended to identify certain kinds of actions or inactions that may require particular documentation, more thoughtful consideration, or pre-planning, in order to avoid the appearance of arbitrariness that can lead to charges of illegal discrimination and litigation that will be expensive, time consuming and disruptive regardless of the outcome. The Commissioners' Human Resource personnel will coordinate the job recruitment and hiring process for all position vacancies to ensure compliance with contractual, legal and equal opportunity requirements.

## **LEGAL DISCLAIMER**

This guide should be used for general information and any statements are not intended to provide formal legal advice. The County Prosecuting Attorney is the legal advisor to the County Commissioners, other County elected officials, and various agencies. When in doubt, consult with the County Administrator or the County Prosecutor's Office.

## **INTERNAL POSTINGS/PROMOTIONS**

Employees may be re-classified or promoted within the departments under the appointing authority of the Commissioners through an Internal Posting procedure. The job opportunity will be posted for a specified time (normally 5 days) so as to notify current employees that a job opportunity may exist and to provide those employees with an equal opportunity to complete an Internal Job Application and be considered based on qualifications. The County reserves the right to publicly advertise the position after it has been internally posted, regardless of whether applications from employees have been received. Job Opportunities for Managers and Supervisors ordinarily do not qualify for internal posting. The interview and job offer process shall follow the procedures in this guide. It is the employee's responsibility to check the job posting board and to fully complete and return the application before the closing date.

## **JOB OPPORTUNITY NOTICE**

This notice contains information on County hiring procedures and must be accessible to anyone who enquires about employment with the County. Instructions must be followed for an individual to be considered for employment. Applications and/or resumes with cover letters will not be accepted before or after the posting time period. The Job Opportunity Application Information instruction page is Illustration 1 of this guide.

*Applications for Employment* and resumes contain information of a personal nature and shall not be the subject of discussion. Reasonable precautions shall be taken to keep the information confidential. Responses to job opportunities advertised with an end date or until filled will be released after one week of advertisement. All responses received subsequently will be released regularly.

Only *Applications for Employment* and resumes for a specified posted and/or advertised Job Opportunity will be considered. Unsolicited applications and resumes are not accepted. If an unsolicited application or resume is received, the applicant will receive a courtesy letter (see sample letter below). Employment applications and resumes are only considered to be active for the specified period of time or until the position for which the application or resume was submitted is filled. Individuals selected for interview who submitted a resume and cover letter without an application are required to submit the *Application for Employment* at the time of the interview.

Sample Unsolicited Application/Resume Courtesy Letter:

Thank you for your interest in employment with (department) under the hiring authority of the Geauga County Commissioners. However, we are unable to accept unsolicited applications. Applications are filed according to specific job opportunities in order to give all applicants an equal opportunity to be considered.

We encourage you to visit the County website at [www.co.geauga.oh.us](http://www.co.geauga.oh.us), the lobby at 470 Center Street, Building #4, watch the Sunday edition of the News Herald, or contact Geauga County Job & Family Services and/or [www.ohioworks.com](http://www.ohioworks.com) for job opportunities available in the departments under the appointing authority of the Geauga County Commissioners.

**JOB OPPORTUNITY INQUIRIES**

To avoid the appearance of providing employment opportunities unfairly, information for any inquiries by telephone or in person must be limited to directing that individual to the job opportunities posted. If anyone is interested in a posted position, the individual may obtain an *Application for Employment* from the County website or the lobby at 470 Center Street, Building #4. Information is posted advising individuals to check the bulletin board for job opportunities and application forms. An information sheet (see Illustration 1) is part of the *Application* and explains our hiring process to help alleviate any misunderstandings.

Possible future opportunities must not be discussed with individuals inquiring about job opportunities. No positions are actual job opportunities until approval is granted by the Board of County Commissioners and the job is posted.

**JOB OPPORTUNITY PROCEDURE**

With the assistance of the Commissioners' Human Resources personnel and prior to any posting and advertising of a vacancy, the Department Director shall review the position, its job description and the need for such a position. The Department Director will prepare and submit a

*Request for Board of County Commissioners Action*, including a current job description with pay code and grade, to the County Administrator or designee. The request shall be scheduled for session and must be approved by the Board of County Commissioners before the recruitment and hiring process may begin.

If approved, the Job Opportunity will be posted on the county website, distributed to all departments under the Board of County Commissioners including Geauga County Job & Family Services Workplace, as well as local colleges and universities and township and village offices. It will also be advertised in a local newspaper of general circulation at the expense of the department. Additional recruitment resources may be used, if necessary, at the expense of the department. The Human Resources office will receive all applications and/or resumes and cover letters and release them to the Department Director as noted above.

If there are not sufficient qualified candidates for the position, the job opportunity may be re-advertised. Any follow-up inquiries from applicants will be handled by the Department Director or the Human Resources Office. The Department Director will screen applications to determine qualified applicants for the position, arrange interviews for the most qualified applicant(s), qualify finalists through pre-employment screening, and make a recommendation for hire.

If an employee quits before starting, probationary fails, or fails to satisfy any condition of employment, applicants who applied but were not hired for that position may be considered.

### **RESTRICTIONS ON HIRING**

Restrictions on hiring family members as prohibited by the Ohio Ethics Law shall apply. In addition, immediate relatives will not be employed in or promoted to regular full-time or regular part-time positions where one relative would have the authority to supervise, appoint, remove, discipline or evaluate the performance of the other, or where one relative would be responsible for auditing the work of the other, or where other circumstances exist which would place the relatives in a situation of actual or reasonably foreseeable conflict between the County's interest and their own.

### **SEASONAL EMPLOYMENT PROGRAM**

The Board of Commissioners has adopted a Seasonal/Summer Employment Program, which includes summer help. The Department Director may request to hire under the summer help program by submitting a request to the County Administrator or designee. Approved job opportunities will be combined in a single advertisement whenever possible and posted as Summer Help until all positions are filled. After one week of advertisement, copies of all applications received will be released to the department director(s) who received approval to hire. Any new applications will be copied and distributed regularly. Unless an application is specific to a job, all applicants may be interviewed by any department director and the hire shall be completed through our normal hiring process. Department Directors should communicate their interviewing activities to each other. Individuals hired are required to sign the job description before they begin working. A performance evaluation should be completed prior to their last day of work. Summer Help may begin May 1 or at the end of school, and end September 30 or at the beginning of school, whichever comes first. The maximum weeks to be

worked are 21 (840 hours). Seasonal help, other than summer, may begin October 1 and end April 30. The maximum weeks to be worked by seasonal workers are 13 (520 hours). **Please note:** Total number of hours worked during the calendar year cannot exceed 960 non-consecutive hours. If an employee terminates in good standing, that individual is eligible for re-employment in the seasonal employment program.

### **Compensation**

The base rates for the Summer Help and Seasonal Employee Programs are established by the Board of County Commissioners. Employees in those programs who reapply and are rehired shall be compensated at increased rates of \$.25 per hour above the base rate in each of the first 3 years of rehire, and will cap at \$.75 difference.

### **INTERNSHIP PROGRAMS**

Interns provide temporary assistance while gaining on-the-job training that will assist them with their future career search. Geauga County may participate in college/university internship programs that utilize interns throughout the academic year when contacted by students who are in a work/study program and request field placement. The college/university must provide specific information on employer responsibilities before approval is granted by the Board. If the student is receiving course credit for their work, no wages will be given for the training period. When the college/university does not provide credit for internship experience, wages may be paid. Geauga County may participate in an intern program for summer placement of high school students in posted summer help opportunities and comply with the requirements of the intern program.

### **THE HIRING PROCESS**

#### **Selecting Qualified Applicants**

As the applications and resumes are reviewed, the Department Director should evaluate for:

- stability in employment
- relevant duties/training
- reasons for leaving

If a decision is made not to interview a candidate, notes may be maintained on that decision. Reasonable accommodations may be made to enable a qualified applicant with a disability to participate in pre-employment procedures.

Applicants may be disqualified from consideration for employment when any of the following facts exist:

- an applicant does not possess the qualifications for the job
- an applicant has demonstrated an unsatisfactory employment record as evidenced by information contained on the application form or by the results of a reference check
- an applicant has made false statement of any material facts or practiced deception in their application
- an applicant with a disability is not qualified to perform the essential functions of the position with or without reasonable accommodation
- an applicant is not within the legal age limits prescribed by law
- the results of the conditions of employment are unsatisfactory

- restrictions on hiring family members as prohibited by the Ohio Ethics Law and county policy apply

## **THE INTERVIEW PROCESS**

Before the initial interview begins, the applicant shall complete, sign and date a Geauga County Board of Commissioners *Application for Employment*. Completed EEO-A forms are to be forwarded to the Human Resources office.

For qualified candidates, the Supervisor may conduct the initial interview. However, the Department Director should be included in the final interview. The Department Director may request assistance from the County Administrator or designee. For job opportunities for Managers and Supervisors, the County Administrator or designee may assist the Department Director in the interview process.

If the interview is done by a panel, the panel should be selected and confirmed by the Department Director. Interviews should be scheduled at a time when there will be no interruptions. The interview area should be as quiet as possible.

### **Preparation**

The interviewer should compile a list of 10 to 12 questions, and ask all individuals interviewed the same questions. Examples of prepared questions are provided as Illustration 2 of this guide.

Interview notes may be recorded using any one of the Interview Notes forms provided as Illustrations 5, 6, or 7 in this guide. Notes should not be written on the individual's application form. Interview notes are public record and may be examined by a compliance officer if a discrimination claim is filed. The notes shall remain on file in the Commissioners' Office for the length of time required by law or policy.

### **Interviewing**

The interviewer should invite the applicant to sit down and then provide a brief outline of what will be covered in the interview to lessen his/her anxiety. The interviewer may want to review the application with him/her and ask some questions about background and experiences.

The interviewer should start the interview with simple questions to break the ice, carefully screening these questions for legality. See Illustration 2 for sample questions. Questions concerning national origin, marital status, family status, race, religion, sex, pregnancy, handicap, age, arrest record or birth place should not be asked. Illustration 3 of this guide provides examples of questions that can and cannot be asked.

The interviewer should describe the job, highlighting the major obligations while commenting on some of the problems or uniqueness of the position. It is essential that the applicant be provided with specific information about the duties and responsibilities of the job. The applicant should be given a copy of the Job Description. If immunizations are required to be offered, the applicant should be informed. If there are conditions that must be met to qualify for the job, specific questions should be asked concerning those qualifications (driving record, drug screen, etc.). The applicant may be asked if he/she may have problems meeting the job obligations.

The interviewer should also discuss any negative aspects of the job so there are no surprises if the applicant becomes an employee. Candidates for high profile positions should be reminded that we are unable to promise confidentiality.

The applicant's training and job experience related to the position, as well as gaps of time between jobs should be reviewed with the applicant. Particular attention should be paid to vague reasons for leaving previous positions. Since information not provided on the application cannot be investigated or checked, specific questions on time gaps should be asked to help determine qualifications for employment.

The applicant should be encouraged to ask questions and think about the pros and cons of the job. The questions should be answered in a straightforward manner with careful attention to hints about the needs the applicant hopes to satisfy through the job. Applicants may be looking for different things in their work. Some important factors for the applicant may include: job security, pay, benefits, proximity to home, promotion opportunities, professional growth, working conditions.

Pre-employment examinations may be administered to test the qualifications and abilities of applicants. If an examination is administered, it must be given to all qualified applicants interviewed for that position. The county may prepare and administer, or contract with any competent agency or individual to prepare and/or administer such examinations. A copy of any pre-employment examination given by a department under the Commissioners' hiring authority must be on file in the Human Resources office prior to being administered.

The interviewer should be specific about what happens after the interview such as when a decision will be made and when the applicant can expect to hear from the county. The applicant's expectations should not be raised. The interviewer should thank the applicant for their time and provide a name and telephone number if they should have any questions. Illustrations 4, 5, or 6 can be used to track impressions of the candidate. The same form should be used for all interviews for the same position.

If the applicant is invited for a second interview, he/she should be taken on a tour of the work area to allow an opportunity to discuss anything that may present a problem. At that time, the interviewer should prepare applicants for possible rejection. The interviewer might say that "we are looking at several people for this position and have not completed all the interviews. I cannot tell you what your chances are other than to say that your background will be reviewed with the other applicants and a decision will be made based on this comparison. Thank you for coming in."

## **POLISHING YOUR INTERVIEW SKILLS**

### **Interviewer Self-Evaluation**

As an interviewer, are you ...

1. Asking everyone the same questions, using a list?
2. Talking too much?
3. Leading?
4. Asking questions that are job related, not personal?
5. Asking questions in an open ended format?



6. Seeking applicant limitations?
7. Pressing for specifics by using follow up techniques?
8. Making up your mind too quickly?
9. Making up your mind based on negatives?

### **Interview Errors to Avoid**

1. Observing only a small sample of the applicant's behavior. Corrective actions;
  - a. Require second interviews
  - b. Conduct a panel interview
  - c. Schedule multiple interviews by different interviewers
  - d. If there is a tendency to make fast decisions, take time to review.
  - e. Remember an applicant may exhibit non-typical behavior during an interview. Some individuals can handle an interview in a superior manner, while others are nervous, ill at ease, or may respond with yes-no
2. Technique Issues for interviewer
  - a. Tendency to talk too much. Corrective actions;
    - i. Cut down on opening orientation
    - ii. Use effective interview questions
    - iii. Stop talking
  - b. Tendency to lead the applicant. Corrective action;
    - i. Do not tip off the applicant on how to appropriately answer questions.
  - c. Tendency to avoid evaluative questions. Corrective actions;
    - i. Do ask questions calling for self-evaluation
    - ii. Do ask questions that will reveal work attitudes
  - d. Things to avoid;
    - i. Do not discuss the job using 'you', as though the individual has the job.
    - ii. Do not describe the job as 'permanent'. Permanent implies that once the individual has the job, they will have it for as long as they want.
3. Psychological Errors of the Interviewer
  - a. Tendency to form fast impressions. Remember to take adequate time to make a considered decision.
  - b. Tendency to like applicants who are like the interviewer in personality or temperament.
  - c. Over-emphasis on negative information. Try and remain objective when confronted with unsatisfactory input from/about the applicant.
  - d. Possible influence of bias. Never make a decision to select or reject an applicant based on race, color, sex, age, pregnancy, disability, etc.
  - e. Contrast error. Do not compare the current applicant with the applicant just interviewed.

### **Selection Interview and the Law**

1. Anti-Discrimination Law - Federal and Ohio laws prohibit discrimination against an applicant based on the following:

Race	Color	National Origin	Gender
Religion	Disability	Military Status	Age
Genetics	Or other unlawful bias		

2. What Can and Cannot be Asked - Federal and Ohio laws prohibit basing an adverse employment decision on an applicant's protected status or protected conduct, and prohibit an employer from inquiring about protected classes during interviews:

- A. Illustration 3 of this guide provides a partial list of what can and cannot be asked.
- B. Americans with Disabilities Act law is not punitive. If an individual is qualified, evaluate reasonable accommodations. A qualified disability is a disability of duration: permanent, long term, chronic.
- C. Questions cannot be asked about Workers' Compensation claims, past medical problems, nature of disability, days missed for work from sickness or health problems.
- D. Questions can be asked about performance of the functions of the job (essential and/or marginal) with or without reasonable accommodation and to either describe or demonstrate how they would perform these functions.

### **Screening of Finalists**

Just as in the interview process, you should ask the same questions and seek the same information during the screening of all finalists. Once final selection is made, at least the last three work references must be checked. At least three personal references must be checked. Any educational degree(s) listed must be verified. Complete *Illustration 7 Hiring Process Form* in this guide for qualified applicants before notifying the Board of Commissioners of the selection.

### **Hiring Process**

The Hiring Process covers conditions of employment: driving record check, pre-employment drug screening, and criminal record checks by verifying that a finalist is qualified to begin performing job duties or if the offer of employment must be withdrawn. In addition, it covers reference checks. If an employer does not wish to respond to a reference check, *Illustration 8* describes qualified immunity from civil liability for employers in connection with job performance information provided to prospective employers of current or former employees.

- 1. An Abstract Drivers Record must be requested and evaluated, in accordance with the county Driver Eligibility Guidelines policy, on positions where driving is an essential function of the job. If driving is a non-essential function but the employee may, on occasion, drive for county business, their driving record still must be checked. If it is unacceptable, the employee will not be allowed to drive for county business.
- 2. A negative result on drug screening is required for all applicants. Jobs for Water Resources requiring a CDL under DOT federal guidelines and for Transit that have been determined to be a safety sensitive position under the FTA must follow the county Substance Abuse Policy.
- 3. A criminal background check may be completed on applicants for job-related reasons.
- 4. We are required to do the six public database reports for applicants and employees in the Department on Aging, the County Home, and the Dog Warden's Office prior to conducting the BCII check. In addition, we may check the court records on Public Access in Geauga County or the current county of residence, and contiguous counties. To use the six public databases, you do not need to set up an account.

SAM at <https://www.sam.gov/>  
OIG at <http://exclusions.oig.hhs.gov/>  
Abuser registry at [https://its.prodapps.dodd.ohio.gov/ABR\\_Default.aspx](https://its.prodapps.dodd.ohio.gov/ABR_Default.aspx)  
Sex Offender at <http://www.icrimewatch.net/index.php?AgencyID=55149&disc=>  
Offender at <http://www.drc.ohio.gov/OffenderSearch/Search.aspx>:  
Nurse aid registry at [https://odhgateway.odh.ohio.gov/nar/nar\\_registry\\_search.aspx](https://odhgateway.odh.ohio.gov/nar/nar_registry_search.aspx)

## **Making the Job Offer**

When the candidate has been selected, and before the job offer is extended, the Department Director must recommend the hire (new hire, promotion, rehire) to the County Administrator or designee on the *Request for Board of County Commissioners Action* form with supporting documentation attached. Any conditions to be met by the candidate should be included on the request.

Individuals who are offered administrative positions should be advised that their application may be considered public record and may be subject to review by the news media. All applications are public record subject to redaction of non-public information.

If the candidate is approved by the Commissioners, an employment offer can be made, to be accepted or rejected within a set number of days. If the candidate accepts, any conditions placed on the job offer as required by law or policy must be evaluated before the actual start date. If the results disqualify the conditionally employed candidate, the job offer will be withdrawn.

If a job offer is rejected by the candidate, a request to the Board may be made to offer the job to another qualified candidate, or to close the position, or to re-advertise.

## **Conditions of Employment**

An applicant may be disqualified for employment, and a job offer may be rescinded or an employee may be terminated by the Board if they have been notified that certain conditions as required by law have not been met. See Illustration 4, Part II, Conditions of Employment.

## **Employment Orientation and Eligibility Verification**

Department Directors are to contact the Human Resources office to schedule new hire enrollment paperwork and orientation. Employment eligibility verification must be completed before the employee will be authorized to begin work. Prospective employees should be advised in advance that verification requires 2 forms of identification as specified by the U. S. Department of Justice Immigration and Naturalization Service (form I-9). In addition, they should be reminded that all employees must utilize direct deposit of their pay and so should bring a voided check or a letter from their bank that notes account number and routing number.

## **Sample Employee Orientation Letter**

Congratulations on accepting employment with Geauga County. Your first day of work will be \_\_\_\_\_. On that day, you should report to 470 Center Street Bldg. 4 at 8 a.m. Be sure to bring proper identification. You may present one document from List A OR one document each from List B and List C (see below). You will also need to bring a voided check in order to

establish automatic deposit of your pay with your bank. If you do not use checks, please bring a letter from your bank that includes your bank account number and the bank routing number.

#### **List A Documents**

- U.S. Passport or U.S. Passport Card
- Permanent resident card or alien registration receipt card (a "green card") ([Form I-551](#))
- Foreign passport containing a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa
- In the case of a nonimmigrant alien authorized to work for a specific employer incident to status, a foreign passport with Form I-94 or Form I-94A bearing the same name as the passport and containing an endorsement of the alien's nonimmigrant status, as long as the period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form
- Passport from Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or I-94A indicating nonimmigrant admissions under the Compact of Free Association Between the United States and the FSM or RMI

#### **List B Documents (*must be used in conjunction with a List C document*):**

- Driver's license or ID card issued by a U.S. state or outlying possession of the U.S. provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address
- ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address
- School ID with a photograph
- Voter's registration card
- U.S. Military card or draft record
- Military dependent's ID card
- U.S. Coast Guard Merchant Marine Card
- Native American tribal document
- Driver's license issued by a Canadian government authority
- For persons under age 18 who are unable to present a document listed above: a school record or report card; clinic, doctor, or hospital record; day care or nursery school record.

#### **List C Documents (*must be used with a document from List B*):**

- Social Security Account Number card
- Certification of Birth Abroad issued by the Department of State (Form FS-545)
- Certification of Report of Birth issued by the Department of State (Form DS-1350)
- Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the U.S. bearing an official seal
- Native American tribal document
- U.S. Citizen ID card (Form I-197)
- Identification Card for Use of Resident Citizen in the U.S. (Form I-179)
- Employment authorization document issued by the Department of Homeland Security

#### **Retention of Applications and Interview Notes**

All applications are to be returned to the Human Resources office. For all applicants interviewed, any Interview Notes shall be sent to the Commissioners' Office with the application. All applications shall be retained for the amount of time required by law or policy.

#### **Rejected Applicants**

After the successful applicant has been hired, the Department Director should notify all applicants that the job has been filled by sending a courtesy letter. The letter is to be polite but the message should not say anything specific. If an applicant telephones concerning the status of the job, the interviewer may respond to the rejected applicant by advising that they were compared with the other candidates applying and someone else was felt to be more appropriate. There is no federal or state law that entitles applicants to any explanation for their rejection. A copy of each courtesy letter is to be returned with the applications to the Human Resources office.

**Sample Courtesy Letters, to be sent by Department Director, to applicants who were not interviewed:**

In response to your recent application for employment for the \_\_\_\_\_ position with the \_\_\_\_\_ Department of the County of Geauga, your application was reviewed and we found that there were other applicants who were more specifically tailored to our needs. While we can no longer consider your application, we certainly appreciate the interest you have taken in our county.

**Sample Rejection Letter, to be sent by Department Director, to applicants who were interviewed but not hired:**

In response to your recent interview with the \_\_\_\_\_ Department of the County of Geauga, I must advise that we have now had an opportunity to review your background with the other candidates who were applying for the position of \_\_\_\_\_

While we found that your credentials were impressive, we do feel that there were others who were more specifically tailored to our needs. While we no longer can consider your application, we certainly appreciate the interest you have taken in our county.

## Illustration 1

<p style="text-align: center;"><b>GEAUGA COUNTY BOARD OF COMMISSIONERS</b> <b>APPLICATION INFORMATION</b> <b>470 Center Street, Building #4, Chardon, Ohio 44024 Attn: Human Resources</b></p>
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Please read the information below before completing our application.

1. There is no guarantee of a job offer or job interview by completing our employment application. Your application will be considered with others who have submitted applications for the same job opportunity, and decisions about interviews will be based on this comparison.
2. Our application form must be completely filled out, signed and dated by the time of a scheduled interview.
3. If the information provided on our application cannot be satisfactorily verified by employment reference checks, your application could be considered as incomplete.
4. We do not accept or maintain on file unsolicited applications. Applications are filed according to specific job opportunities.
5. A new application must be completed for each posted job opportunity.
6. Due to the large number of applications received and the competitive nature of our employment process, specific reasons for employment decisions will not be released.
7. By completing our employment application, you may be subject to the following checks:
  - a. Employment reference check from former employer(s) and from current employer
  - b. Criminal record check
  - c. Drug screen, alcohol screen, and/or pre-placement physical exam
  - d. Abstract Driving Record check
  - e. Personal references
  - f. Educational degree
8. The offer of employment may be contingent upon the successful completion of a pre-employment drug screen, alcohol screen, background investigation, criminal record check, valid and acceptable driving record, physical, psychological, and polygraph tests.
9. Geauga County, its representatives, members or agents will contact and obtain information from all references (personal and professional), employers, public agencies, licensing authorities and educational institutions to verify the accuracy of information provided in the application.
10. The information contained in your application for employment may be a public record.

## **Illustration 2**

### **EXAMPLES OF PREPARED QUESTIONS**

Establish a list of 10 to 12 questions to ask of **all** the applicants interviewed. Examples:

#### Dependability

1. How many times last year did you come in to work late? Have to leave work early?  
Note: If the number of tardiness or early leaves is excessive, ask for an explanation.
2. In your opinion, are there any legitimate reasons for missing work? What reasons do you feel would never be acceptable?
3. Attendance requirements for this job are ..... Can you meet them?

Remember, if you imply that you will check his/her work references and this information will, no doubt, come out you will tend to get more honest answers from the applicant.

#### Motivation

1. What are your career goals?
2. How would you define initiative? How would you rate yourself (low or high) using this definition? Can you support your rating with some examples?
3. Have you ever had to work by yourself in any of your prior jobs? How well did you like it? How would you evaluate your effectiveness?
4. What kinds of things motivate you in the job situation?
5. If I called your supervisor and asked him/her to rate you in terms of your motivation, where do you think he/she would place you?
  - A. Top 10% of workers in the department?
  - B. Somewhere in the middle?
  - C. One who could possibly work a little harder?
6. How would you rate yourself in terms of energy and work pace? Give me some examples.
7. What was the work place like in your current/last job? (Slow or rapid?) Were you comfortable with it? What type of pace is best for your energy level?

#### Stress

1. Would you consider your last job stressful at times? If yes, could you give a couple of situations which would illustrate this stress?
2. How did you handle these situations? In general, how do you handle pressure?
3. All people handle stress in different ways (panic to cool under the gun); how do you react to stress. How do you attempt to reduce pressure on yourself in the job situation?

#### Leadership

1. Can you give me some situations where you have had leadership responsibility? (If is not obvious from application form that they are not currently a supervisor or manager)
2. How effective were you in these situations? Why do you say that? Support your evaluation.

3. In your current leadership role, what is your style? Do you find it is effective for all types of employees?
4. What type of employee tends to give you the most trouble?
5. What qualities do you think are important that an effective leader has? Now evaluate yourself on these qualities that you just mentioned - high to low.
6. What is the greatest frustration you have found in a leadership role?
7. What is your secret to motivating your employees?

#### Evaluation Questions

1. What is your most important strength that would help this department?
2. What will I find when I go back and check your references? What will I find positive? What problems should I be aware of?
3. What qualities do you think are important to be an effective (job title)? How do you rate yourself on each of these qualities? If you had to rank order the qualities you just mentioned in terms of yourself, what are you highest to lowest on?
4. What did you learn about yourself on your last job?
5. What did you learn about yourself as a (job title of last position); I would assume that after ----- years in this job you have learned that you are very good at certain duties you perform and I would also assume you have learned that some are not your cup of tea - give me a reading.
6. What did you learn about yourself as a student? I would assume that over the last 4 years you learned certain things about yourself both positive and negative; what are some of the things you have learned?
7. Did you have a yearly performance evaluation in your last job? What was the result? Give me some feedback on how your supervisor evaluated your performance at your last review.
8. Are you eligible for re-employment at your previous place of employment?



**Illustration 3**  
**QUESTIONS THAT CAN AND CANNOT BE ASKED**

<b>PROTECTION</b>	<b>LAWFUL - CAN BE ASKED</b>	<b>UNLAWFUL - DO NOT ASK</b>
1. RACE OR COLOR	NONE	ANY QUESTION WHICH WOULD INDICATE RACE OR COLOR.
2. RELIGION	IF JOB REQUIRES EVENING OR WEEKEND WORK OR OCCASIONAL OVERTIME, CAN ASK WHETHER THERE IS A REASON APPLICANT WOULD NOT BE ABLE TO WORK SUCH A SCHEDULE	ANY QUESTION REQUESTING THE APPLICANTS RELIGIOUS AFFILIATION, CHURCH, PASTOR OR RELIGIOUS HOLIDAYS OBSERVED.
3. SEX	NONE	ANY QUESTION AS TO THE SEX OF THE APPLICANT OR ANY QUESTIONS WHICH INDICATE APPLICANT'S SEX.
4. NATIONAL ORIGIN	ASKING THE APPLICANT WHAT LANGUAGE HE CAN READ, WRITE OR SPEAK (ONLY IF JOB RELATED).	ANY QUESTION INTO THE APPLICANT'S NATIONALITY OR ANCESTRY. ANY INQUIRY INTO THE NATIONALITY OR APPLICANT'S PARENTS OR SPOUSE.
5. PREGNANCY	NONE	ANY QUESTION CONCERNING PREGNANCY. ARE YOU PREGNANT? ARE YOU TAKING BIRTH CONTROL PILLS? ARE YOU PLANNING ON BECOMING PREGNANT IN THE NEAR FUTURE?
6. AGE	ARE YOU OVER 18? IF NOT, CAN YOU PRODUCE A WORK PERMIT?	ANY QUESTIONS ABOUT THE APPLICANT'S DATE OF BIRTH. HOW OLD ARE YOU? WHEN DID YOU GRADUATE HIGH SCHOOL?
7. HANDICAP/ DISABILITY	ASKING IF THE EMPLOYEE IS ABLE TO PERFORM THE ESSENTIAL FUNCTIONS OF THE JOB APPLIED FOR WITH OR WITHOUT ACCOMMODATION.	ANY QUESTIONS ABOUT A PAST HISTORY OR PHYSICAL AND MEDICAL PROBLEMS WHICH ARE NO LONGER CURRENT.
8. MARITAL STATUS	NONE	ASKING IF THE APPLICANT IS MARRIED; DIVORCED; SEPARATED. DO YOU WISH TO BE ADDRESSED AS MR.? MISS? MS? ANY QUESTIONS ABOUT THE SPOUSE

9. FAMILY STATUS	ASKING THE APPLICANT IF HE SEES ANY REASON HE CANNOT WORK THE HOURS AND DAYS REQUIRED OF THE JOB. ARE YOU AWARE OF ANY REASON YOU CANNOT MEET THE JOB OBLIGATIONS AS DESCRIBED?	ANY QUESTION INTO NUMBER OF CHILDREN, AGES. WILL YOU HAVE A BABYSITTER? WHAT ARE YOUR CHILD CARE ARRANGEMENTS? WHO WILL TAKE CARE OF YOUR CHILDREN IF THEY ARE SICK?
10. ARRESTS AND CONVICTIONS	ASKING ABOUT CONVICTIONS FOR SPECIFIC CRIMES RELATED TO QUALIFICATIONS OF JOB.	INQUIRY INTO ARREST RECORDS
11. ORGANIZATIONS OR CLUBS	ASKING WHAT ORGANIZATIONS APPLICANT IS A MEMBER OF, EXCLUDING THOSE WHICH MAY INDICATE RACE, RELIGION, SEX, COLOR, NATIONAL ORIGIN, ETC.	ASKING WHAT ORGANIZATIONS, CLUBS, AND SOCIETIES TO WHICH THE APPLICANT BELONGS.
12. BIRTH PLACE	NONE	ASKING THE APPLICANT ABOUT HIS BIRTHPLACE. ASKING THE BIRTHPLACE OF APPLICANT'S PARENTS, SPOUSE OR RELATIVES.
13. PHOTOGRAPHS	NONE PHOTOS MAY BE REQUIRED AFTER HIRING FOR I.D. PURPOSES	ASKING THE APPLICANT TO SUBMIT PHOTOGRAPH PRIOR TO HIRING DECISION.
14. CITIZENSHIP	ASKING THE APPLICANT IF HE/SHE IS A U.S. CITIZEN. IF YOU ARE NOT A U.S. CITIZEN, DO YOU HAVE THE LEGAL RIGHT TO REMAIN AND WORK IN THE U.S.?	ASKING WHAT COUNTRY THE APPLICANT IS A CITIZEN OF AND WHETHER THE APPLICANT IS NATURALIZED OR NATIVE BORN.
15. DRIVERS LICENSE	IF IT IS AN ESSENTIAL JOB FUNCTION, ASK IF APPLICANT POSSESSES VALID DRIVERS LICENSE. WITH APPLICANT'S PERMISSION, CAN REQUEST DRIVING RECORD FROM BUREAU OF MOTOR VEHICLES.	ANY QUESTION THAT IS NOT JOB-RELATED, EXCEPT FOR PURPOSES OF GENERAL IDENTIFICATION.
16. MILITARY SERVICE	CAN INQUIRE AS TO SERVICE IN THE U.S. ARMED FORCES OR NATIONAL GUARD.	ASKING IF THE APPLICANT SERVED IN FOREIGN MILITARY SERVICE OR REQUEST MILITARY SERVICE RECORDS OR INQUIRE INTO TYPE OF DISCHARGE.
17. EDUCATION	DID YOU FINISH HIGH SCHOOL?	DID YOU GO TO PAROCHIAL SCHOOL? WHAT FRATERNITY/ SORORITY DID YOU BELONG TO? WHEN DID YOU GRADUATE FROM HIGH SCHOOL?

**Illustration 4**  
**INTERVIEWING RECORD AND EVALUATION**  
INTERVIEWED BY \_\_\_\_\_

Candidates Name	Job Opportunity	Date	Time
Salary:	Asking	Earns	Will probably accept

QUALIFICATIONS	1. VALUES Assign values to each qualification. Total must equal 10. (Predetermine and use for each candidate)		2. RATINGS Your rating of candidate on basis of 0 to 10 for each qualification.		3. EVALUATION Multiply at values in Column 1 by ratings in Column 2.
EXPERIENCE		X			
EDUCATION		X			
INTELLIGENCE		X			
APPEARANCE/ PERSONALITY		X			
OTHER		X			
TOTAL		TOTAL EVALUATION (Maximum 100)			
Adjusted evaluation index. Rate candidate's innate ability and motivation on the basis of 1 - 10.					
Adjusted evaluation. Multiply (5) x (4) (maximum 1,000)					

Comments: \_\_\_\_\_

**ON REVERSE SIDE:**

1. Note questions to raise with references and/or in a follow up interview.
2. Note other factors that should be considered in making a final decision on this applicant.
3. Note items that should receive special attention in orientation and training, if hired

Please attach interview notes to the application form. Do not write on application form.

**Illustration 5**

**INTERVIEW NOTES**

APPLICANT		DATE OF INTERVIEW			
JOB OPPORTUNITY		INTERVIEWER			
	POOR	FAIR	AVERAGE	ABOVE AVERAGE.	OUTSTANDING
APPEARANCE					
PERSONALITY					
ABILITY TO COMMUNICATE					
EXPERIENCE					
JOB KNOWLEDGE					
OVERALL IMPRESSION					

**COMMENTS:**

**ON REVERSE SIDE:**

1. Note questions to raise with references and/or in follow up interview.
2. Note other factors that should be considered in making a final decision on this applicant.
3. Note items that should receive special attention in orientation and training, if hired.

Please attach interview notes to the application form. Do not write on application form.

**Illustration 6**  
**INTERVIEW RATING FORM**

Applicant: \_\_\_\_\_ Date: \_\_\_\_\_  
Interviewer: \_\_\_\_\_ Job Opportunity: \_\_\_\_\_

<u>Rating System</u>	Poor 1 2	Average 3 4 5	Excellent 6 7
Work Experience:			
Training:			
Motivation and Ambition:			
Interest Level:			
Communication Skills:			
Previous Accomplishments and Achievements:			
Ability to Learn:			
Overall Rating for Hiring:	<u>Do not hire if</u> 1 or 2	<u>Weak</u> <u>Maybe</u> 3        4    5	<u>Good</u> <u>Strong</u> 6                7

Comments:

On Reverse Side:

1. Note questions to raise with references and/or in a follow up interview.
2. Note other factors that should be considered in making a final decision on this applicant.
3. Note items that should receive special attention in orientation and training, if hired.

Please attach interview notes to the application form. Do not write on application form.

**ILLUSTRATION 7  
HIRING PROCESS FORM**

APPLICANT \_\_\_\_\_  
JOB OPPORTUNITY \_\_\_\_\_

DATE \_\_\_\_\_  
PROCESSOR \_\_\_\_\_

Application for Employment form must be signed and dated prior to making any pre-employment reference checks.  
**PART I. PRE-EMPLOYMENT SCREENING FOR FINALISTS is to be completed on qualified applicants by the Department Head or hiring department before notifying the BOCC of the selection.**

Verify at least last 3 employers – check work references.

Employer Name	1.	2.	3.
Telephone Number			
Name of Contact			
Full-time or part-time			
Job Title			
Job Duties			
Eligible for Rehire?			
Attendance Record			
Promptness			
Reason for separation			
Disciplinary actions			
Any other information			

**Check Personal References**

Name of Contact & Phone			
How acquainted			
How long acquainted			
Any other information			

Verify Educational degree(s) and grade point average through the Registrar’s Office. A copy of their Diploma and other official document(s) are acceptable.

Name of Contact & Phone No.		
Name of Institution		
Dates Enrolled		
Degree & Date Received		

-----  
The applicant has been: \_\_\_\_\_ qualified, \_\_\_\_\_ disqualified, as a result of the pre-employment reference checks.

Department Director’s Signature

Date

\_\_\_\_\_

\_\_\_\_\_

**Part II. Conditions of Employment**

**A. Driving Record Check**

A pre-employment screening of an applicant’s driving record is completed and may result in disqualification for employment when driving is an essential job function, or disqualified for driving for the county when driving is not an essential job function, when their Abstract Drivers Record has been evaluated in accordance with the Driver Eligibility Guidelines policy.

Qualified to drive for county: \_\_\_\_\_ Disqualified to drive for county: \_\_\_\_\_

**B. Drug Screening of Employees**

All applicants, if hired, are subject to a pre-employment drug test.

For jobs determined to be CDL and safety sensitive under the Substance Abuse Test Policy: all applicants and pre-transfer employees must submit to and pass a drug test. A positive result on a pre-employment drug test will disqualify an applicant from further consideration for employment for at least one year.

Test results: \_\_\_\_\_

**C. Criminal Record Checks**

After a job offer is made, and prior to hiring, a criminal record check shall be completed on applicants for job-related reasons in the departments of Transit, Department on Aging, County Home, Dog Shelter. Department on Aging and the County Home are required to complete the 6 database checks prior to hiring and prior to BCII checks.

The 6 databases required for the above are free and available to the public. These 6 databases are available to all employers as public record and should be checked for all applicants and are to be checked prior to the job offer.

The applicant in the listed departments shall be informed at the time of application for employment that an applicant who comes under final consideration for employment is required to provide a set of fingerprint impressions and that a criminal record check will be conducted as a condition of employment.

An individual may be employed in good faith on a conditional basis prior to the county receiving the results of a criminal record check. The county must submit the request to BCII within 5 business days after the individual begins conditional employment. The county shall terminate the person’s employment if the results of the check are not received within 60 days after the date the request is made, or if the person has been convicted or pleaded guilty to any of the prohibited offenses.

- Step 1 - 6 databases were checked and the findings were reviewed.
- Step 2 – if 6 databases were acceptable, BCII criminal record check will be scheduled and the findings reviewed.

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Employee has been \_\_\_\_\_ retained or \_\_\_\_\_ must be terminated based on the results of a condition of employment as indicated:

\_\_\_\_\_  
Department Director’s Signature

\_\_\_\_\_  
Date

**Illustration 8**  
**ORC Section 4113.71**

To enact section 4113.71 of the Revised Code to create a qualified immunity from civil liability for employers in connection with job performance information provided to prospective employers of current or former employees.

4113.71 Employer immunity as to job performance information disclosures.

(B) An employer who is requested by an employee or a prospective employer of an employee to disclose to a prospective employer of that employee information pertaining to the job performance of that employee for the employer and who discloses the requested information to the prospective employer is not liable in damages in a civil action to that employee, the prospective employer, or any other person for any harm sustained as a proximate result of making the disclosure or of any information disclosed, unless the plaintiff in a civil action establishes, either or both of the following:

(1) By a preponderance of the evidence that the employer disclosed particular information with the knowledge that it was false, with the deliberate intent to mislead the prospective employer or another person, in bad faith, or with malicious purpose:

(2) By a preponderance of the evidence that the disclosure of particular information by the employer constitutes an unlawful discriminatory practice described in section 4112.01, 4112.021 [4112.02.1], or 4112.022 [4112.02.2] of the Revised Code.

(C) If the court finds that the verdict of the jury was in favor of the defendant, the court shall determine whether the lawsuit brought under division (B) of this section constituted frivolous conduct as defined in division (A) of section 2323.51 or the Revised Code. If the court finds by a preponderance of the evidence that the lawsuit constituted frivolous conduct, it may order the plaintiff to pay reasonable attorney's fees and court costs of the defendant.

(D) (1) This section does not create a new cause of action or substantive legal right against an employer.

(2) This section does not affect any immunity from civil liability or defenses established by another section of the Revised Code or available at common law to which an employer may be entitled under circumstances not covered by this section.