



## HANOVER TOWNSHIP HIRING GUIDELINES

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### PRE-APPLICATION PERIOD

### **Submit Request to Fill Position**

Prior to employment, all managers should submit a request to the Administrator's office to add or hire additional staff. Located on myHT2.1 is the Position Request form which outlines important ways that managers may pay for and advertise for the position. This also provides an opportunity for the manager to review and update the Job Profile.

### **Job Profile & Descriptions**

The Administrator's Office retains a profile of each position at the Township. This profile includes a Job Description, Knowledge, Skills and Abilities required for the position, and a history of the wage range. These items may be reviewed and changed to improve or adjust the type of job that will be performed.

## APPLICATION PERIOD

### Job Advertisements

As a general rule, job advertisements should be posted to three (3) separate places. This can be online job boards or newspapers, and should include the Township website. In order to determine where to advertise, you should take into account the position you are advertising and its professional standards. For example, if I am hiring a candidate in the public administration field, I will advertise the position with various professional groups in the area, such as the Illinois City/County Managers Association and the Illinois Municipal League.

The aim of the job advertisement is to attract interest, communicate quickly and clearly the essential points, and to provide a clear response process for highly desirable applicants. Good job advertisements must first attract attention from appropriate job-seekers, attract relevant interest, create desire for the position, and provide clear instruction for the application process.

#### *Job Advertisement Checklist:*

- Job title
- Employer name and description
- Job location
- Manager information
- Outline of job role and purpose
- Outline of ideal candidate profile (qualifications and experience required)
- Salary information
- Full-time or part-time status
- Response and application instructions
- Contact details as necessary
- Website address
- Job application closing date
- Equal opportunity employer statement

#### **Sample:**

Full Time Bilingual Family Therapist (\$37,500 - \$45,000 + benefits)

#### Position and Organization Overview:

Hanover Township Youth and Family Services strives to prevent juvenile delinquency and to promote positive development in young people. This is accomplished by providing services which help to strengthen families, to provide outreach to children and teens at risk of school failure and delinquency, and to contribute to the building up of a healthier community for all Township youth.

The Full Time Bilingual Family Therapy position assists with meeting the Mission of Youth and Family services by providing direct intervention to families, group work in the community, and collaborating

with Outreach and Prevention staff and community providers. This position works to combat juvenile delinquency and promote positive youth development by using resiliency based methods.

This position is responsible for maintaining a caseload of clients, providing family therapy sessions, collaborating with Outreach and Prevention staff and programs, and participating in community based planning committees. This position requires fluency, both spoken and written, in English and Spanish languages. A Masters degree in Social Work, Psychology or related field and experience in providing family therapy is required. LCSW/LCPC is preferred. This is a 40 hour work week position: 4 days, 2 evenings till 9PM. To read the full job description, please visit our website at <http://www.hanover-township.org>.

Please submit resumes or questions to: Susan Alborell, LCSW, Clinical Manager, Hanover Township Youth and Family Services, 250 South Route 59, Bartlett, IL. 60103. FAX: (630) 483-5789 or [youthandfamily@hanover-township.org](mailto:youthandfamily@hanover-township.org) by Friday, March 4.

Hanover Township is an equal opportunity employer.

### **Resume Collection**

You should receive a minimum of 7-10 **quality** resumes from the application process for interviews. It is recommended to keep resumes submitted to the Township on file for at least one (1) year.

### **Pre-Interview Screening**

Depending on the position being filled, you may choose to do a pre-interview screening by telephone to determine a candidate's eligibility before scheduling a formal interview. The telephone interview saves managerial time and eliminates unlikely candidates. When screening the candidates, make sure you use a consistent format of questions for all candidates applying for the position (i.e. ask common questions and maintain common documentation).

You want to ask enough questions to determine if the person is a viable candidate. Remember, you have already screened many resumes and applications to come up with your short list of telephone screening candidates. These should be your best prospects at this point in your recruiting process. A sample questionnaire (Form 1.2) can be found on myHT2.1.

#### *Types of questions to ask:*

- Reason for employment
- Position/work conditions
- Availably/Hours of work
- Discuss minimum salary requirements
- Employment eligibility
- Licenses and certifications (if applicable)
- Additional questions
  - Assess experience relevant to your needs
  - Learn about past company and job
  - Determine candidate's degree of success

## INTERVIEWS

### Interview Process

The interview is a major component of the selection process. Through interviewing you can evaluate a number of skills, knowledge, and abilities.

First, schedule a timetable for the interviews. If possible, first round interviews should be scheduled in a 1-2 week basis so all candidates remain fresh in your mind during the interview process.

Second, determine the number of candidates you plan to interview and select the interviewers. It is recommended to interview 7-10 candidates for a position. There should be at least two (2) designated interviewers who are involved in the entire process. One should be the direct manager of the position.

Third, determine a set of questions to ask each candidate that is standardized, structured, and job related. Some of the most effective types of interviewing questions are:

- Open-ended questions, which cover a major topic or time period and encourage applicants to freely express ideas.
- Self-appraisal questions, which ask applicants to evaluate a portion of their work history or qualifications.
- Situational questions, which pose realistic, job-related situations and ask the applicant to evaluate the problem and provide a reasonable solution.
- Probing questions, which ask applicants for a step-by-step description of how they accomplished specific assignments.

Do not ask questions regarding:

- Race, religion, color, sex, national origin
- Height and weight
- Marital status
- Children and child care arrangements
- Age
- Economic status
- Medical condition
- Physical or Mental Disability

### **Sample Interview Questions:**

#### **(First Round)**

#### **Background, Education, and Experience...**

- Tell me about yourself and what got you to this point.
- What previous experience have you had in the field of grant writing?
- Have you ever been a project manager, or managed a project?
- Tell me about the projects you have managed and their outcome.
- What, if any, professional or civic organizations do you belong to?
- Tell me about your education/certifications.

- What have you done to improve your knowledge of this field?
- What are you looking for in a job?

### **Knowledge, Skills, and Abilities...**

- What do you know about the Township?
- Have you had to research and apply for grants?
- Describe any federal, state, or local grants you have authored.
- Explain to me any performance and outcome grant evaluation experience you have.
- Describe your skills in MS Office Products.
- Have you ever had to learn a new skill? How effective have you been able to apply the learned knowledge?
- Describe your interactions with other departments, co-workers, or organizations in your past/current positions.
- Do you have any experience developing, conducting, and analyzing surveys and studies?
- If you were the interviewer, what types of questions would you ask?
- Do you have any experience in Human Resources administration, including payroll, time off requests, and benefit administration?

### **General Questions...**

- Why did you leave/ are you considering leaving your last/current job?
- Describe the type of work environment you are looking for?
- Do you consider yourself successful?
- What motivates you?
- What position do you prefer on a team project?
- What is the most fun you've had on a job?
- What do manager/co-workers say about you?
- A co-worker tells you in confidence that she plans to call in sick while actually taking a week's vacation. What would you do and why?
- Do you know anyone that works for us?
- What would you do if the priorities on a project you were working on changed suddenly?
- Are you a team player?
- What, if anything, would you change about management at your current/last job?
- Why do you want to work for the Township?
- How do you think you would be an asset to the Township?
- Have you ever been asked to leave a position?
- Why should I hire you?
- Three professional strengths and weaknesses
- Describe a challenging situation and how you resolved it.
- You overhear your co-worker complaining about how you handled a project. How would you handle yourself?

Finally, once first round interviews have been conducted, you should select your top 2-3 candidates for a second round interview. Generally, first round interviews are centered on finding the candidates with the best qualifications and second interviews are centered on whether the candidates will be a good fit for the organization.

## **Sample Interview Questions:**

### **(Second Round)**

#### **General Questions...**

- Who is someone you admire and why?
- How do you perceive Township government?
- What do you think you contribute to high performance teams?
- What are your thoughts on what the township could be doing "green"? How could you help?
- What do you envision for the Township's potential environmental plan?
- What metrics do you feel local governments should use when measuring performance and service?
- Describe a time when you disagreed with your manager or peers. How did you manage to solve the differences?
- If we were to call your references, what would they say?
- Describe a time when your workload was heavy and how you handled it.
- What techniques and tools do you use to keep yourself organized?
- If you had to choose one, would you consider yourself a big-picture person or a detail-oriented person?
- List five words that describe your character.
- Why shouldn't we hire you?
- Name three pet peeves.

## MAKING THE OFFER

### Reference Check

Before making the offer, you should contact the professional references for your top candidate.

To begin, identify yourself and the Township. State that you are seriously considering the candidate for employment and that you would like to ask a few questions to validate your perceptions about the candidate's qualifications. Ask whether this is a good time to engage in a discussion or whether you should call back at a more convenient time. If the person is agreeable, proceed with your questions.

### Sample Reference Questions:

- Can you verify the dates of employment?
- In what capacity do you know [candidate name]?
- Can you tell me about his/her overall work performance and job knowledge?
- What was the candidate's attendance record? Was the candidate on-time and dependable?
- Is this person a team player or does he or she excel by working alone?
- How did this candidate relate with others (customers, co-workers, and managers)?
- Does the candidate have any areas that need improvement?
- What was/is the reason for separation from your company?
- Please give a brief description of the current or previous duties for the position this individual held.
- How does this individual respond to a stressful situation?
- Would you re-hire this candidate?
- Do you have anything else you'd like to add?

### Conditional Offer

Once the top candidate for the position has been chosen from the hiring committee and approved by the Township Administrator for full-time positions, it is imperative to make the job offer as soon as possible. It's important to realize that the candidate you've chosen is likely to actively be seeking other job opportunities as well. By making the offer as quickly as possible, you increase the chances that you will be able to hire the candidate you want.

When making the initial offer, you should clarify that the offer is "conditional" based upon pre-employment screenings (background check, physical, drug screening, etc.). When making the conditional offer, do not make promises, or statements that can be construed as promises, that you cannot or do not intend to keep. For example, you should state the "annualized salary is..." instead of stating "you will make..." to avoid any implication that the candidate is entitled to making a salary they may not earn. You should be careful not to create an employment contract.

When a conditional job offer is extended, it should include the following information about the job:

- Position offered
- Location and working hours



- Salary
- Benefits
- Starting date (this can be negotiated)
- Papers or information that should be brought on the first day of work
- Date by which the applicant must respond to your job offer, so you can move on to the next candidate if your first choice does not accept

It is recommended that you follow up on the verbal conditional offer with a formal letter.

**Sample Conditional Offer Letter:**

[Date]

[Candidate’s address]

Dear [candidate],

I am writing to confirm our offer to join us in the capacity of [job title and department] with Hanover Township. This offer is contingent upon satisfactory completion of the requisite pre-employment screenings.

As we discussed, your first day in your new position will be [start date] with an annualized pay of [salary] to be paid in biweekly installments. The position is scheduled for [# hours] per week. Other benefits include major medical insurance, dental insurance, vision insurance, life insurance, and retirement benefits with the Illinois Municipal Retirement Fund (IMRF). For more information on these benefits, please contact Human Resources at 630.837.0301 ext. 2124.

As [title] I will be your immediate manager. I look forward to working with you to help continue to make Hanover Township “Where Great Service Happens.” Please confirm your acceptance of this job offer by signing below and returning to my office. Also, please keep a copy of this for your records. Feel free to contact me at [contact phone number] or via email at [email address] with any questions or concerns.

Sincerely,

[manager name]

[title]

Your signature below indicates your acceptance of the above job offer:

---

Name/Signature

---

Date

## **Candidate Rejection**

For those interviewed candidates that were not called in for a second interview, notification should be sent around the same timeframe as you prepare the conditional offer. For the rejected candidates, you can either email the notification or send a formal letter.

When the conditional offer has been accepted, and background screenings have concluded, notification should be made to the remaining candidates that were invited to a second interview. For these candidates, a phone call should be attempted. Only after several attempts that you are unable to reach the candidate by phone should a rejection letter be mailed.

### **Sample Rejection Letter:**

[Date]

[Candidate's address]

Dear [candidate],

As you know, we interviewed a number of candidates for the [job title] position. We have determined that another candidate is the most qualified for the requirements of our opening.

Thank you for taking the time to come to Hanover Township to meet with our interview team. We enjoyed meeting you and our discussions.

We wish you every success with your future endeavors. Thank you for your interest in the Township.

Sincerely,

[manager]

[title]

## **ORIENTATION**

The final step in the hiring process, after a start date has been determined, is to notify Human Resources and schedule a new employee orientation. "O4U!" helps acquaint new employees with the Township and allows the new employee to process necessary paperwork. Please provide Human Resources with at least two (2) weeks notice to ensure schedules are available for the new employee's start date. All pre-employment paperwork should be completed, as well as Forms 2.0, 2.1, and 2.3. Please remember to submit all necessary paperwork so equipment is ready for the employee's first day.

### **Onboarding**

The concept behind employee onboarding is helping new employees become productive members of an organization. Onboarding is essentially a practice of socializing employees into the organization to help them get "on board." The purpose is to make new employees feel welcome and comfortable in their new surroundings, and to minimize the time before new employees are productive members of their new workgroup.

Objectives of a good onboarding program include:

- Helping the employee to identify with their new employer
- Allowing the employee to understand some of the Township's values and priorities
- Building an optimistic attitude towards the Township
- Avoiding misunderstandings
- Helping the employee feel valued
- Encouraging socialization and creating a sense of belonging
- Reducing new employee anxiety
- Setting of performance expectations
- Decreasing the learning curve

There are four elements to be included in an onboarding program. "O4U!" covers Township policies and procedures and administrative items. It is the manager's responsibility to provide the departmental overview and job expectations. Additionally, assigning a staff mentor to help the new employee become acquainted with the department during the first six weeks of employment can greatly reduce new employee turnover.

### **Onboarding Checklist:**

#### Departmental Overview

*(Manager)*

- ✓ Department Vision/Mission Statements
- ✓ Departmental goals & objectives
- ✓ Organization chart

#### Job Expectations

*(Manager)*

- ✓ Training requirements

- ✓ Job descriptions
- ✓ Job expectations
- ✓ Individual goals and objectives
- ✓ Performance management program

#### Policies and Procedures

##### ***(Human Resources)***

- ✓ Personnel policy
- ✓ Employment at-will
- ✓ Confidentiality of Township documents and records
- ✓ Wage practices and overtime
- ✓ Performance, conduct, and ethical considerations
- ✓ Anti-harassment policy
- ✓ Reasonable accommodation
- ✓ Progressive disciplinary system
- ✓ Complaint process
- ✓ Leaves of absence policy
- ✓ Information Technology policy
- ✓ Benefits overview

#### Administrative Items

##### ***(Human Resources)***

- ✓ Employee ID
- ✓ Security code and building access
- ✓ Work hours
- ✓ Dress Code
- ✓ Campus tour
- ✓ Emergency disaster procedures
- ✓ Township green initiatives
- ✓ Smoke-free Township
- ✓ Emergency contact information