

# Recruiting and Hiring the Best



---

© 1997, Senior Living University. All rights reserved.

Reproduction or translation of any part of this work, by whatever means, beyond that permitted by Section 107 or 108 of the United States Copyright Act without permission of the copyright owners is unlawful. Inquiries regarding permission for use of material contained in this publication should be addressed to: Senior Living University, 830 Cherry Drive, Hershey, PA 17033

## DISCLAIMER

This product is sold “as-is,” without warranty of any kind, either express or implied, respecting the contents of the product, including but not limited to implied warranties for the product’s quality, performance, merchantability, or fitness for any particular purpose. Senior Living University shall not be liable to the purchaser or any other person or entity with respect to any liability, loss or damage caused or alleged to have been caused directly or indirectly by this product.

# ◆ Table of Contents ◆

<b>Introduction</b>	<b>1</b>
What You Will Learn	1
<b>Chapter One: Laws That Govern Hiring Practices</b>	<b>3</b>
Learning Objectives	4
Learning the Law	5
Laws That Govern Hiring Practices	6
The Cost of Illegal Employment Practices	10
Self-Check Questions	11
<b>Chapter Two: Creating an Effective Recruitment Plan</b>	<b>15</b>
Learning Objectives	16
Nine Steps to Creating an Effective Recruitment Plan	17
Self-Check Questions	27
<b>Chapter Three: Attracting Qualified Candidates</b>	<b>29</b>
Learning Objectives	30
What is Recruitment?	31
Writing a Job Description: Who Are We Looking for?	32
Creative Recruiting	36
Recruitment Through Newspaper Advertising	42
Applicant Lead Tracking	47
Self-Check Questions	49

**Chapter Four: Screening for Star Performers 51**

Learning Objectives	52
Differences Between Résumés and Employment Applications	53
Screening Employment Applications and Résumés	55
Self-Check Questions	65

**Chapter Five: Interviewing Skills for Selecting the Best 67**

Learning Objectives	68
Choosing an Interview Format	69
The Interviewing Process	76
Behavioral Assessment	87
Tips for an Easy Interview	89
Self-Check Questions	91

**Chapter Six: Checking References 93**

Learning Objectives	94
The Importance of Reference Checking	95
Finding a Reference	96
Questions to Ask	99
Criminal Background Checks	102
Self-Check Questions	105

**Chapter Seven: Making the Final Decision 107**

Learning Objectives	108
Making the Decision	109
Creating the Offer	111
Handling Counter Offers	112
Orientation	118
Self-Check Questions	120

**Appendix A: Use of Contract Labor** 123

**Appendix B: Glossary** 127

**Appendix C: Useful Interviewing Questions** 131

**Bibliography** 139



