Hiring practices — the nature in which an organization attracts, selects and hires new staff — should be formalized into specific procedures. While an organization should consult with their legal advisors for guidance into all aspects of hiring and employment, the following is a list of items to include with the staff hiring process:

- **Formal Job Descriptions** — Written job descriptions for each position should be formalized, especially for those positions providing direct care to the individuals served. The description should set clear expectations that outline details of essential and functional job duties.

- **Interview Guidelines** — Written, job-oriented interview questions should be established to gain insight into candidates’ personal values, temperament and past experiences in providing care to individuals.

- **Applicant Selection Guidelines** — These guidelines outline the criteria for the position, including experience, training and education required, as well as the level of interaction with individuals served.

- **Tour of the Facility** — Provide a tour to candidate(s), spending time on the floor discussing the type of services offered and making observations of the facility. A preview of the job should include watching staff interact with individuals, which allows the candidates to further understand the expectations and responsibilities of the position.

- **Reference Checks** — Contact references listed on the application and use a checklist to ask questions about work experience important to the position.

- **Driver’s License and Motor Vehicle Report (MVR)** — If driving is a requirement of the job, verify the candidate has a valid driver’s license. Obtain a recent copy of their motor vehicle report and compare it to written MVR evaluation criteria. The criteria will rank the driver into a low-, medium-, or high-risk driver category.

- **Criminal Background Check** — Federal, state and county criminal background checks and other regulatory investigations as required by the applicable jurisdiction where the organization is located.

- **Personality and Behavior Profile Surveys** — These surveys can be used to evaluate a potential candidate’s personality and help establish the degree of fit or compatibility between the candidate and the values and skill sets for the position.

- **Pre-employment Physical and Drug Testing** — The physical may include a review of the functional capacity requirements of the job, as well as certain types of tests and vaccines that may be necessary, such as tuberculosis, hepatitis B, diphtheria, tetanus, mumps, measles and others based on federal or state laws. A drug-testing program may be done pre-hire, post-accident and/or randomly.