



# RISK SIMPLIFIED

## RESOURCES:

[PRISMtv: "Everything you Need to Know to Prepare for Recruiting and Hiring, Lawful Interviewing and Applicant Selection for both Remote and Physical Worksites"](#)

[PRISM Recruiting and Onboarding Resources](#)

[Occumetric Physical Abilities Testing](#)

[Plexus Global Drug and Alcohol Screening Services](#)

## QUESTIONS:

[E-mail PRISM Risk Control Department](#)

or call  
916.850.7300

## Managing the Recruiting and Onboarding Process: Applicant Screening

By Chandler Wright

Filtering through the many applications, resumes, phone calls, and emails that come along with the recruiting process can be difficult. There are many different factors that must be considered when choosing the best fitting candidate. All candidates have the right to be screened equally and undergo fair evaluation. Each candidate should be subject to the same screening process, i.e. if a background check or physical abilities testing is required of one candidate, it should be required for all candidates who reach that point. Agencies should document their applicant screening process and ensure that each individual involved in the process, including any sitting in on an interview, have reviewed these policies.

### Interviews

The agency, or the person in charge of hiring for the agency, should determine what types of interview(s) they would like to conduct. There are various ways to conduct an interview and different types of interview settings can highlight different personality traits among the applicants. A group or lunch based interview setting will likely result in a different conversation than a more formal one-on-one interview would. Select the type of interview(s) that will help decide which candidate is best suited for the position. It is not uncommon for agencies to conduct more than one type of interview for each of the applicants for a position. However, it is crucial that all applicants are subject to the same interviewing process.



Interviewers should prepare for interviews by familiarizing themselves with the types of questions that can and cannot be asked during an interview. A list of questions can be prepared beforehand to help the interviewer determine what questions will best help to determine which candidate is right for the job. Interview questions should always be related to the job and how the candidate is qualified for the position. Questions related to age, sexual orientation, marital status, and religion can be considered illegal as they could be considered discriminatory.

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It is important to be familiar with the job requirements and job duties as listed in the job posting, and be prepared to explain them clearly. Interview questions should also be based on the job requirements and duties. Inform the candidates of the job requirements and duties, as well as what post-offer tests may be required, such as job related physical abilities testing, drug tests, and/or background checks. Allow time at the end of the interview(s) for candidates to ask any questions that they may have.

## Reference Checks

One way to learn more about the candidates in question is to ask them for references. Reference checks can be a good way to verify information that the candidates have provided, including their job experiences and skills. Agencies can acquire these references in a variety of ways, including asking the candidate during the interview process, providing space on the job application for references, or using references listed on the applicant's resume. Reference checks should be kept professional, asking only questions that will help determine if a candidate will be a great asset for the position or not. Agencies should review privacy laws and ensure they follow them closely.



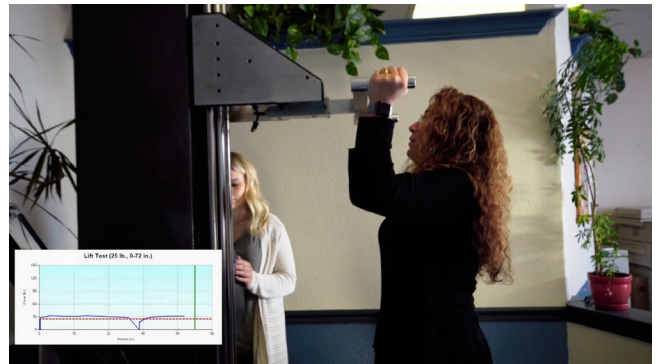
## Conditional Job Offer

If the candidate meets the needs of the agency, a conditional job offer should be extended that outlines the candidate's start date, salary, benefits available, and any other information relating to the job. It should be stated that the job offer is conditional upon their acceptance, and contingent upon the results of the aforementioned testing that may need to be completed. A conditional job offer can only be rescinded if the candidate does not meet the requirements after completing the post-offer testing or if the employee themselves back out of the offer.

## Post Offer Testing

If post-offer testing is established, it must be done for all candidates who reach that stage, or it may be viewed as discrimination. Post-offer testing may include drug and alcohol testing, background checks, physical abilities testing, and any other types of testing that the employer deems necessary. The agency must ensure that these tests are not discriminatory in any way, that results are kept confidential, and that the information gained from the tests is used in an appropriate way.

Post-offer physical abilities testing is an essential way for an employer to determine if candidates are able to complete the job duties as described. This type of testing is mainly to help prevent injuries that may have occurred due to someone being required to perform duties that they are not physically capable of performing. Physical abilities testing often covers pushing, pulling, or lifting requirements. PRISM has partnered with [Occumetric](#) to provide members with physical abilities testing.



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Another common post-offer test is the background check which ensures that prospective employees will not pose a hazard to anyone at the agency or to the agency itself. Some industries require a background check to be performed, such as physicians, teachers, and many jobs in the financial industry. Each agency should determine which of their job positions require background checks, as well as for any additional positions they'd like to conduct background checks. Candidates at this stage must be given a notice in writing of the required background check. PRISM has partnered with [Plexus Global](#) to help ensure that background checks can be done efficiently and in a manner which is compliant with requirements related to confidentiality.



Every agency needs to have a well-documented process for how the applicants will be screened. The process must be fair and equal for all candidates. All of the employees involved in the applicant screening process, particularly job interviews, should be well trained on the agency's policies, along with any laws related to applicant screening that might apply.

If you have any questions, please reach out to the [PRISM Risk Control department](#).