

Good Hiring and Recruiting Practices: Starting the Relationship Out Right

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In any business, strong hiring and recruiting practices are essential to assembling a strong staff. This is especially important for nonprofit organizations, where the strength of the staff is often one of the best indicators of the strength of the organization. Good practices will help ensure that you hire the best possible candidates, that you avoid feelings of unfair treatment among your candidates and employees, and that you comply with state and federal laws relating to hiring and employment.

The recruiting process itself can be a challenge. The following guidelines can help you be sure that your recruiting efforts are both legal and effective:

Recruiting Do's and Don'ts

Do

Adopt and *adhere to* written job descriptions with minimum hiring criteria (in conformance with applicable disability statutes)

Retain records on applicants for one year after submission

Establish and *adhere to* a deadline for accepting applications

Post and advertise job vacancies

Print and date all resumes you receive electronically

Don't

Limit the ways in which an applicant can submit an application

Limit your media for recruiting

Accept "informal" applications, such as emails

Ask questions about a disability during an interview unless applicant voluntarily discloses a disability or you reasonably believe that an accommodation will be needed.

Then you can ask whether and what type of reasonable accommodation is needed.

During the hiring process, it is important that all applicants be treated fairly and consistently in order to avoid allegations of discrimination. Special treatment or failure to follow your established policies can lead to lawsuits, complaints and investigations from the government agencies responsible for monitoring



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employment practices. You should be sure to collect the same information from all applicants and evaluate all applicants in the same way.

In addition to maintaining consistency, it is important to keep in mind that there are some questions you cannot ask – regardless of whether you ask everyone the same questions. Age, religion, nationality and disability are just some of the areas in which your ability to ask questions is limited. For instance, you cannot ask an applicant how old they are, but you can ask if they are 18 or over. You cannot ask what someone's religion is, but you can ask whether they are able to work on Saturday or Sunday if the position requires it. In each case, it is the applicant's ability to perform the job that is the focus, not their personal characteristics.

As an employer, it is in your best interest to establish and maintain good employment policies. Good policies start at the recruiting and hiring stage, not the first day of employment. By starting the relationship off right, you will be able to protect yourself from legal liability while keeping your employees happy.

This publication is for information only, and is not a substitute for legal advice. For more information on your specific situation, and to be sure that there have been no changes to the law, please contact Community Legal Resources at 313/962-3171

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