



NEW HAMPSHIRE MUNICIPAL ASSOCIATION

**HIRING  
CHECKLIST**

# References to Record Checks: Best Practices for Background Investigations

***Presented by:***

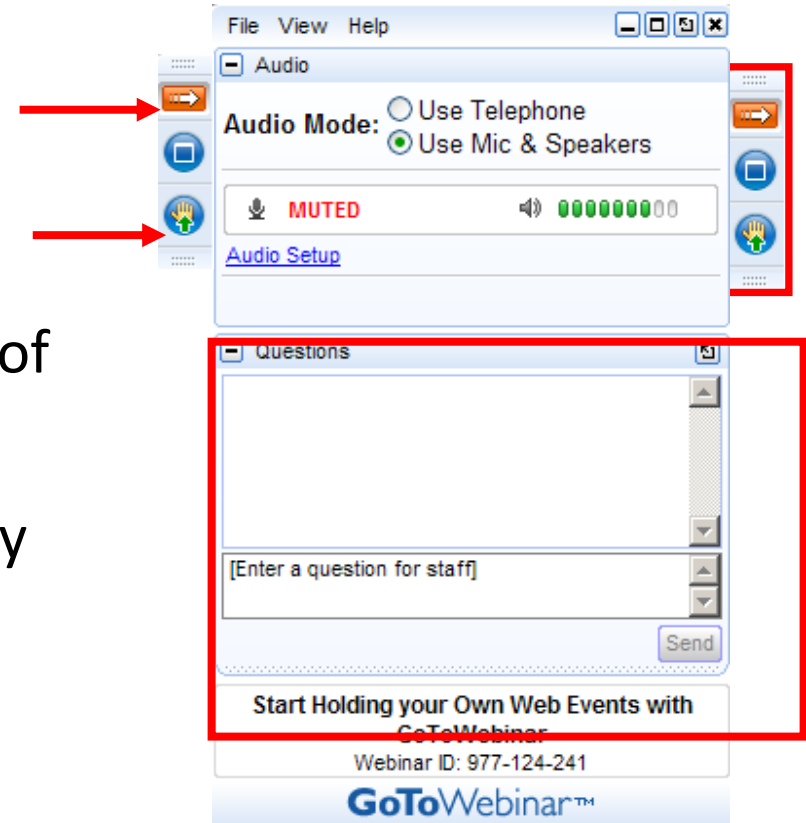
Alan Gould, President  
Municipal Resources, Inc.

May 24, 2017

# How to Participate Today



- Open and close your Panel
- Submit text questions
- Q&A addressed at discretion of today's presenter
- Couple of poll questions today





# Background Investigations

## AGENDA

Why?  
When?  
How?  
What?



# WHY?



- The most important part of the hiring process
- The best predictor of future performance is past performance



# WHY? continued...



The consequences of a bad hire are significant:

- Separation/termination costs
- Lawsuits
- Morale
- Poor service



# NO SHORTCUTS



**TAKE A**



**POLL!**

# Poll Question: True or False

Completing a comprehensive background investigation on the final 2 or 3 candidates is a good way to narrow the field?



# WHEN?

- ▶ Complete a Background Investigation
  - Once a final candidate is selected
  - AND...after a conditional offer of employment has been signed by the candidate.



# HOW?

## Comprehensive Questionnaire

- ▶ To be completed by candidate
- ▶ Include relevant questions that will be used to complete the background investigation:
  - Personal data
  - Past residences
  - Education and employment history
  - Professional and personal references



# HOW? continued...



## Comprehensive Questionnaire

- ▶ Require a signature indicating that:
  - Information provided is true
  - False info or attempts to mislead will result in a rescinding of the CO or termination.
- ▶ Written authorization/releases from the candidate for previous employers, references, etc.
- ▶ Specific process mandated for Police

# HOW? continued...



## Interviewing Personal and Professional References:

- ✓ Use a standard interview form
- ✓ Explain what you are doing and what position the candidate is seeking
- ✓ Keep your documentation
- ✓ Show appreciation



# WHAT?



## Education Verification

Third party reporting agency and/or  
copies of degrees/transcripts

## Certification Verification

If required for the position



**TAKE A**



**POLL!**

# Poll Question: True or False?



For liability reasons, only those references listed by the candidate should be interviewed?

# WHAT? continued...



## Employment Verification and Interviews

- ✓ References provided by candidate
- ✓ Independently developed references
- ✓ Review of personnel file when appropriate





# WHAT? continued...

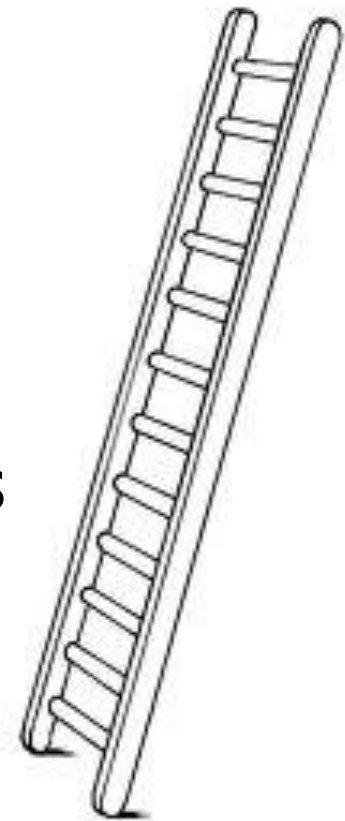


## Follow the Money:

Determine why the candidate left one job for another throughout career.

- Professional Growth?
- Better pay/responsibility?
- Problems getting along?
- Performance issues?

Watch out for backwards moves



# WHAT? continued...



## Questions to ask:

- What was the reporting relationship?
- How long did they work together?
- Did they know each other outside of work?
- What were the job duties/responsibilities?
- How did he/she get along with others?
- Would you hire this person again?

# WHAT? continued...



- ✓ Check through your professional network
- ✓ Search of public domain sources and social media
- ✓ Speak to the candidate's spouse, partner, neighbors when appropriate to the position



# WHAT? continued...



## Finance/Credit Report

- ▶ For management positions or those dealing with money
- ▶ How can they manage public finances if they can't manage personal finances?

*When doing so be sure that you are complying with the Fair Credit Reporting Act.*



# WHAT? continued...



Medical history as it relates to the candidate's ability to perform the duties of the job.

*NEVER ask these questions before a conditional offer has been executed.*



# WHAT? continued...

## Criminal and Driving Records Check

- ▶ State where they have been residing and/or working
- ▶ Some position in NH like teachers require a NH check

## History can indicate:

- ▶ Compliance with rules
- ▶ Patterns of risky behavior
- ▶ Driving issues
- ▶ Criminal activity



# WHAT? continued...

## Pre-employment physical exam:

- ✓ Based on the requirements of the job
- ✓ Paid for by employer
- ✓ Drug test if applicable





# WHAT? continued...

Reporting what you have found:

- Develop a report template
- Summarize each key area
- Summarize the gist of each interview
  - Be a neutral reporter
- Attach all supporting documents
- This is very sensitive information. Handle and file appropriately!



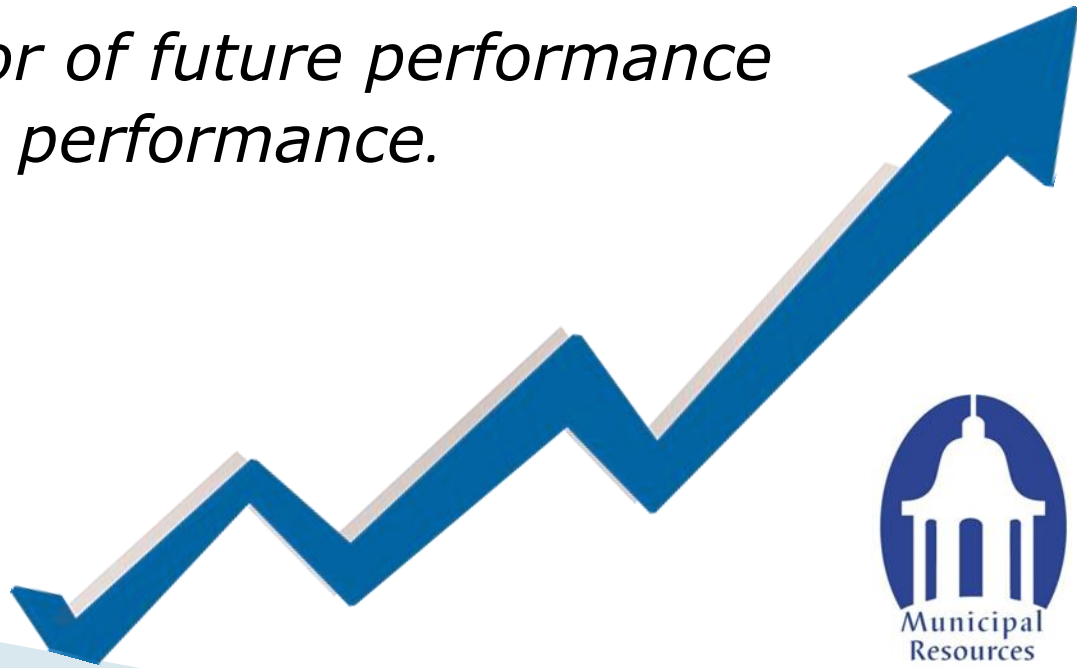
# WHAT? continued...



## Determining Suitability

- ▶ Remember what we said in the second slide:

*The best predictor of future performance is past performance.*



# WHAT? continued...

## Look for trends or patterns:

- ▶ If someone was public enemy #1 in HS/College but has a spotless record for the last 10 years, that's a good trend.



We've all made poor hiring decisions and there's no shame in that unless it was an uninformed decision.

No excuses for that!

If only we could take a hiring Mulligan once in a while.



**PROD.**

**COMING ATTRACTIONS**

**June 28**

**2017 Legislative Wrap-up**

[www.nhmunicipal.org](http://www.nhmunicipal.org)

**VENUE**

[www.nhmunicipal.org](http://www.nhmunicipal.org)

**PROD.**

**COMING ATTRACTIONS**

**August 16**

**Drones: The Sky Has Its Limits**

**VENUE**

**[www.nhmunicipal.org](http://www.nhmunicipal.org)**

# RIGHT-TO-KNOW WORKSHOP



9:00 a.m.—4:00 p.m.  
Thursday, June 8, 2017  
NHMA Offices, 25 Triangle Park Drive, Concord

\$90 for NHMA members; includes new publication  
***A Guide to Open Government:  
New Hampshire's Right to Know Law***

The Right-to-Know Law (Chapter 91-A) affects every aspect of local government in our state. Every board, committee, commission, and subcommittee in every town, city and village district in New Hampshire must comply with this law. As a result, all local officials and employees must understand the law and their responsibilities regarding both public meetings and governmental records.

Join Legal Services Counsel Stephen Buckley, Staff Attorney Margaret Byrnes, and Government Affairs Counsel Cordell Johnston for this full day workshop on the Right-to-Know Law. They will address some of the most difficult issues under the law, including confidential information, electronic records and communication, procedures for non-public session, and communications outside a meeting. There will be ample time for questions

*Openness in the conduct of public business is essential to a democratic society. The purpose of this chapter is to ensure both the greatest possible public access to the actions, discussions and records of all public bodies, and their accountability to the people.*

RSA 91-A:1 Preamble

Registration begins at 8:30 a.m.  
Continental breakfast and lunch included.  
Attendees will also receive the new NHMA book.

***A Guide to Open Government:  
New Hampshire's Right to Know Law***

Register online today at [www.nhmunicipal.org](http://www.nhmunicipal.org) and look for the workshop under Calendar of Events.

QUESTIONS? Call 800.852.3358, ext. 3350 or email [NHMAregistrations@nhmunicipal.org](mailto:NHMAregistrations@nhmunicipal.org).



The New Hampshire Municipal Association &  
**DrummondWoodsum**

ATTORNEYS AT LAW

present

**EFFECTIVE APPROACHES TO  
EMPLOYEE DISCIPLINE SEMINARS**

The Drummond Woodsum law firm is partnering with the New Hampshire Municipal Association to present a series of six regional seminars for municipal supervisors titled *"Effective Approaches to Employee Discipline."*

The goal of these short (1½ hour) seminars is to help managers, select persons and supervisors understand the meaning of "just cause," which is the standard for administration of discipline and discharge incorporated in most collective bargaining agreements. The presentation will help supervisors understand how labor arbitrators assess employer decision-making and the steps they need to take to have disciplinary actions upheld.

Join Drummond Attorneys Mark Broth and Anna Cole who will emphasize that "just cause" requires employees be treated fairly; therefore, an employer who is perceived as treating employees fairly will see better outcomes in disputed matters before arbitrators, courts, and administrative agencies. Fair treatment is also at the core of effective supervision, as well as employee productivity and job satisfaction.

**6 Regional Seminars During Month of June  
Each program runs from 8:30 am—10:00 am**

June 14, 2017	Derry Municipal Center 14 Manning Street Derry, NH 03038 3 <sup>rd</sup> Floor Meeting Room
June 16, 2017	City of Lebanon 51 North Park Street Lebanon, NH 03766 Council Chambers – City Hall
June 20, 2017	City of Dover Police Department 46 Chestnut Street Dover, NH 03820 Police Training Room
June 22, 2017	Service Credit Union Northern Forest Heritage Park 961 Main Street Berlin, NH 03570 "Bunkhouse"
June 23, 2017	City of Laconia 45 Beacon Street East Laconia, NH 03246 Large Conference Room
June 28, 2017	Keene Public Library 60 Winter Street Keene, NH 03431 Small auditorium in basement area

**Cost: \$20.00 for NHMA members**

**\$35.00 for non-members**



Register online at [www.nhmunicipal.org](http://www.nhmunicipal.org) under  
CALENDAR OF EVENTS.

QUESTIONS? Call 800.852.3358, ext. 3350



# Mark your calendars for the 2016 Budget & Finance Workshops

**Tuesday, September 12**

Location to be Determined,  
Manchester NH

**Tuesday, September 26**

Attitash Grand Summit Hotel,  
Bartlett NH

Attendees will receive the *NEW* 2017 Edition of *The Basic Law of Budgeting: A Guide for Towns, Village Districts & School Districts!*

*\*Agenda and registration information will be available in July.*





# Mark your Calendars for the 2017 Municipal Law Lecture Series

**Saturday, September 23**

Location To Be Determined,  
Lakes Region or North Country

**Saturday, October 14**

NHMA Offices, 25 Triangle  
Park Drive, Concord

**Full Day Workshops with Three Lectures**

Land Use and Water Protection

Telecommunications and Land Use Boards

Land Use Board Procedures: From Application to Decision

*\*Agenda and registration information will be available in July.*





*for attending  
our webinar  
presentation  
today!*

## Mission Statement

The New Hampshire Municipal Association is a non-profit, non-partisan association working to strengthen New Hampshire cities and towns and their ability to serve the public as a member-funded, member-governed and member-driven association since 1941. We serve as a resource for information, education and legal services. NHMA is a strong, clear voice advocating for New Hampshire municipal interests.

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