

**HUMAN RESOURCES ADMINISTRATIVE MANUAL  
EMPLOYEE RECRUITMENT**

Topic	Not Permissible	Permissible
<b>Address/Length of Residence</b>	<ul style="list-style-type: none"> <li>• About foreign addresses that would indicate national origin (such as birthplace)</li> <li>• Names or relationships of people with whom applicant lives</li> <li>• Whether applicant owns or rents</li> </ul>	<ul style="list-style-type: none"> <li>• How long have you lived in (city, town)?</li> <li>• Phone number and other contact information</li> </ul>
<b>Age</b>	<ul style="list-style-type: none"> <li>• Age or date of birth</li> <li>• Questions that would tend to identify persons who are 40 and older (“Do you remember being at work before e-mail was introduced?”)</li> </ul>	<ul style="list-style-type: none"> <li>• If a minor, require proof of age in the form of a work permit or a certificate of age</li> <li>• If age is a legal requirement, can ask, “If hired, will you be able to furnish a proof of age?”</li> </ul>
<b>Arrest and Conviction</b>	<ul style="list-style-type: none"> <li>• Have you ever been arrested?</li> </ul>	<ul style="list-style-type: none"> <li>• For certain positions (for example, law enforcement), criminal history inquiries may be permissible during the interview phase. Always consult with Human Resources in advance for guidance.</li> </ul>
<b>Attendance, Reliability</b>	<ul style="list-style-type: none"> <li>• Number and/or ages of children?</li> <li>• Who is going to baby-sit?</li> <li>• What is your religion?</li> <li>• Do you have pre-school age children at home?</li> <li>• Do you have a car?</li> </ul>	<ul style="list-style-type: none"> <li>• What hours and days can you work?</li> <li>• Are there specific times that you cannot work?</li> <li>• Do you have any responsibilities that will interfere with specific job requirements such as traveling?</li> </ul>
<b>Citizenship/ National Origin</b>	<ul style="list-style-type: none"> <li>• What is your national origin?</li> <li>• Are you native-born or a naturalized citizen?</li> <li>• Where are your parents from?</li> <li>• What is your maiden name?</li> </ul>	<ul style="list-style-type: none"> <li>• Are you authorized to work in the United States?</li> <li>• Have you ever worked under a different name?</li> </ul>
<b>Credit Record</b>	<ul style="list-style-type: none"> <li>• Do you own your home?</li> <li>• Have your wages ever been garnished?</li> <li>• Have you ever declared bankruptcy?</li> </ul>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>
<b>Disabilities, Handicaps, Illness</b>	<ul style="list-style-type: none"> <li>• Do you have any (job) disabilities? May not ask:</li> <li>• About the nature of or severity of a disability/handicap.</li> <li>• What happened to you?</li> <li>• How will you get to work?</li> <li>• What sort of treatment do you need?</li> </ul>	<ul style="list-style-type: none"> <li>• Can you perform the duties of the job you are applying for (describe duties to candidate)? How would you perform this particular task?</li> <li>• State the attendance requirements and ask if the candidate can meet them.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, ever received workers compensation, or been hospitalized/ treated for physical or mental health conditions, or ever been absent from work due to illness?</li> <li>• Will you need accommodations?</li> <li>• What kind of accommodations will you need?</li> </ul>	<ul style="list-style-type: none"> <li>• What was your attendance record at your prior job?</li> <li>• Wait until the candidate requests or mentions an accommodation before discussing the topic of accommodations (it is the candidate's responsibility to make a request for accommodation).</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• When did you graduate from high school or college?</li> </ul>	<ul style="list-style-type: none"> <li>• Do you have a high school diploma or equivalent?</li> <li>• Do you have a university or college degree?</li> <li>• What academic, professional, vocational schools did you attend?</li> <li>• Can you provide us with an official transcript?</li> </ul>
<b>Gender</b>	<ul style="list-style-type: none"> <li>• Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?</li> <li>• What is your maiden/birth name?</li> </ul>	<ul style="list-style-type: none"> <li>• Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g., locker room attendant).</li> </ul>
<b>Language</b>	<ul style="list-style-type: none"> <li>• What is your native language?</li> <li>• Inquiry into how candidate acquired ability to read or write or speak a foreign language.</li> </ul>	<ul style="list-style-type: none"> <li>• What languages do you speak and write fluently? (If the job requires additional languages.)</li> </ul>
<b>Military Record</b>	<ul style="list-style-type: none"> <li>• What type of discharge did you receive?</li> </ul>	<ul style="list-style-type: none"> <li>• What type of education, training, work experience did you receive while in the military?</li> </ul>
<b>Organizations</b>	<ul style="list-style-type: none"> <li>• List all clubs, societies, and lodges to which you belong.</li> </ul>	<ul style="list-style-type: none"> <li>• Inquiry into candidate's membership in organizations which the candidate considers relevant to his or her ability to perform job.</li> </ul>
<b>Parental Status</b>	<ul style="list-style-type: none"> <li>• Inquiry into whether candidate has children, plans to have children, or has childcare arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• May ask if candidate can meet specified work schedules or has activities, commitments, or responsibilities that</li> </ul>

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		may prevent him or her from meeting work attendance requirements. If such questions are asked, they must be asked of both sexes.
<b>Physical Features</b>	<ul style="list-style-type: none"> <li>• It is illegal to ask about weight, height, impairment, or other non-specified job-related physical data.</li> </ul>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>
<b>Race or Color</b>	<ul style="list-style-type: none"> <li>• Complexion or color of skin.</li> </ul>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>
<b>Reference Checking</b>	<ul style="list-style-type: none"> <li>• What is your father's surname?</li> <li>• What are the names of your relatives?</li> </ul>	<ul style="list-style-type: none"> <li>• By whom were you referred for this position?</li> <li>• Names of people willing to provide references.</li> </ul>
<b>Religion or Creed</b>	<ul style="list-style-type: none"> <li>• Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor, or religious holidays observed.</li> <li>• Willingness to work any particular religious holiday.</li> </ul>	<ul style="list-style-type: none"> <li>• Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.</li> </ul>
<b>Sexual Orientation</b>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>
<b>Worker's Compensation</b>	<ul style="list-style-type: none"> <li>• Have you ever filed for worker's compensation?</li> <li>• Have you had any prior work injuries?</li> </ul>	<ul style="list-style-type: none"> <li>• No questions.</li> </ul>

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**APPENDIX II**

**USG HRAP RECRUITMENT APPENDIX REGARDING APPROPRIATE  
COMPETENCY BASED EMPLOYMENT QUESTIONS**

Examples of Competency Based Interview Questions (Technical and Behavioral Competencies)

<b>JOB RELATED COMPETENCY</b>	<b>SAMPLE QUESTIONS</b>
<b>Customer Orientation</b>	<p>How do you handle problems with customers? Give an example.</p> <p>How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.</p> <p>What have you done to improve relations with your customers?</p>
<b>Conflict Resolution</b>	<p>Describe a time when you took personal accountability for a conflict. What was the issue and how was it resolved?</p>
<b>Decision Making</b>	<p>Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?</p> <p>Everyone has made some poor decisions or has done something that just did not turn out right. Has this happened to you? What happened?</p> <p>Tell us about a time when you had to defend a decision you made even though other important people</p> <p>What was your most difficult decision in the last 6 months? What made it difficult? doing it?</p>
<b>Detail-Oriented</b>	<p>Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.</p>
<b>Technical Skills</b>	<p>What type of software programs do you consider yourself an expert in?</p> <p>Tell us about a time that you utilized a software program to resolve a business issue and improve efficiencies.</p> <p>What kinds of problems have you had coordinating technical projects? How did you solve them?</p>

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<b>Professional Expertise</b>	Tell us about a time that your knowledge and subject matter expertise were instrumental in the successful development and/or implementation of a project or program for the organization that you worked for.
<b>Employee Development</b>	Tell us about a training program that you have developed or enhanced. Have you ever had an employee whose performance was consistently marginal? What did you do?
<b>Delegation</b>	How do you make the decision to delegate work? What was the biggest mistake you have had when delegating work? The biggest success?