



A Recruiting and Hiring Manual for Addictions Professionals

STRENGTHENING the
**ADDICTIONS
TREATMENT
& Recovery
WORKFORCE**



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
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Center for Substance Abuse Treatment
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Disclaimer

The views, opinions, and contents of this publication are those of the authors and do not necessarily reflect the views, opinions, or policies of SAMHSA or HHS.

Prologue: How This Manual Will Help You

This manual will help you recruit staff who can meet the needs of your clients and your organization.

You work in the field of addictions treatment. You may be an executive director, program director, clinical supervisor, human resources director, or principal investigator for research. Whatever your role, part of your job is to recruit and hire employees who can strengthen your organization. There are times when you feel overworked, undervalued, and overwhelmed. But you keep going. You do this work because you believe in it. It's personal.

Though you may not think about it on a daily basis, you are doing something heroic. You are helping people put their lives back together. You help families and communities heal. Person by person, you are creating a better world.

It's easy to lose perspective when you're bogged down with paperwork and management issues.

Take a step back. Breathe. You can do this work well only if you take care of yourself, and tap into the most sincere motivations that brought you into this field. Recruit people who share your commitment to this work. This manual will show you how.

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PARTNERS
for recovery



Contents

1.	Introduction: The Importance of Smart Recruiting and Hiring	1
2.	The Back Story: How This Manual Came To Be	3
	Workforce Development: What It Means and Why It Matters	3
	The Partners for Recovery Workforce Development Initiative	5
3.	Your Recruiting Strategy: Applying Principles of Marketing	7
	Marketing as a Framework for Recruitment	7
	Focus of Current Recruitment Efforts	10
4.	Target Audiences in Addictions Treatment Recruitment: What We've Learned About Potential Employees	13
	Structure and Process for Focus Groups	13
	Target Audience Motivations and Implications for Recruitment	14
	Perceptions About Working in Addictions Treatment.....	16
	Implications for Recruitment Messages	17
	Where Potential Employees Look for Jobs	19
	Sample Internet Job Sites	21
5.	Putting It All Together: Your 10-Step Recruiting Plan	25
	1. What is your goal?	25
	2. What is your external environment?	25
	3. What is your internal environment?	26
	4. Who is your target audience?	26
	5. What do you know about your target audience—your potential employees?	27
	6. What is your <i>product</i> ? What is the employment opportunity that you're "selling"?	27
	7. What is the <i>price</i> ? What is the perceived value of the employment opportunity to potential candidates, as compared to other options they have?	28
	8. Where is the <i>place</i> ? Where does information about your employment opportunity reach potential candidates?	28
	9. What <i>promotion</i> messages and methods will you use?	28
	10. How will you evaluate your recruiting process and results?	29
6.	Human Resources Tips: What You Need to Know About Job Posting, Interviewing, and Hiring	31
	Classifications of Employees.....	31
	Determining Job Openings and Requirements.....	32
	Posting Internally	33
	Advertising Externally.....	34
	Classified Ads.....	34
	Laws Regarding Job Advertising	36
	Employment Application.....	37

Accepting Applications and Resumes	38
Interviews	38
Sample of Appropriate and Inappropriate Questions	38
Additional Laws Affecting the Employment Process.....	40
EEOC Compliance.....	40
7. Conclusion	43
Job satisfaction. The opportunity to make a difference. Engaging work.	43
References	45
Appendix: Summary of Key Employment Laws	49



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1. Introduction: The Importance of Smart Recruiting and Hiring

Healthy organizations begin with smart recruiting and hiring. When you make good hiring decisions, nearly everything else you do in terms of human resources policies and practices becomes easier. Work is more productive—and even fun—when you have the right team in place. By hiring people who embody your organization’s mission and values, you can help your organization thrive and grow.

“If we don’t get the people thing right, we lose; it is the most important thing in all our businesses.”

Jack Welch, Past CEO
of General Electric

Recruiting and hiring the best job candidates is a major responsibility and concern for most organizations. Up to 75 percent of performance issues can be tied to hiring decisions (Hamilton 2005). Ultimately, you want to find the right people, with the right skills, who can continue to develop in the direction of your organization’s goals and objectives.

Methods of recruiting candidates have changed over the years. Employers and candidates now have access to online resources such as search engines and trade association websites that were not available in the past. Focusing on smart recruiting and hiring practices saves time and helps you attract individuals who care about your organization and its mission.

Smart recruiting and hiring means:

- Identifying the open position and the skills and qualifications required to fill it
- Advertising and recruiting—both internally and externally—to encourage the right candidates to apply for the open position
- Screening potential candidates once resumes are received
- Interviewing for organizational “fit”
- Selecting the best candidate for the position and your agency

This manual was created for the specific needs of addictions treatment and recovery professionals. It will help you understand the current challenges and future directions of the addictions field and how they apply to workforce development. It will tell you what focus group participants have said about what they look for in employment opportunities, and what they believe about the field of addictions treatment and recovery. And, applying simple principles of marketing, it will give you the hands-on strategies and information to help you recruit interested and qualified individuals to your organization and the field of addictions treatment and recovery.

Your best candidates may be right around the corner. Let's find them!

2. The Back Story: How This Manual Came To Be

The field of addictions treatment and recovery is facing a crisis. The need for addictions treatment surpasses the treatment resources currently available. In 2006, the 21.1 million people in the U.S. needed treatment but did not receive it (SAMHSA OAS, 2006). One reason for this gap is that the current treatment workforce is too small and unprepared to meet the growing need for services.

At the same time, the treatment and recovery field is part of a profession that is undergoing profound changes. Many of the treatment programs, government agencies, and professional associations that exist today were started in the 1970s, a time when the nation was just beginning to confront an unprecedented prevalence of drug abuse. Since then, the workforce has changed. Counselor requirements are different. Knowledge and understanding about addictions and recovery have advanced. Laws have changed. New drugs of abuse have emerged. So have new treatments. The only constant is the fact that addictions continues to devastate individuals, families, and communities.

Workforce Development: What It Means and Why It Matters

Today, much more is known about addictions and recovery than was known 30 years ago—or even a decade ago. Advances in science have revealed the impact of addictions on brain functioning. The more that researchers discover about the physiology of addictions, the more the field can apply that knowledge to improving treatment and sustaining recovery. These environmental changes are creating a need for more diversified and qualified clinical, research and management staff—staff who reflect the environment in which they work.

An emphasis on both service and science. If you work in the field of addictions treatment and recovery, you know that peer-to-peer support and the provision of recovery support services are

Workforce development refers to the recruitment, retention, and continuing growth of qualified professionals in the field of addictions treatment.

critical. Very often, recovery is achieved and sustained with the help of others who have traveled a similar path. The ability to understand and effectively serve individuals with alcohol and drug problems cannot be underestimated.

As addictions science has advanced, the requirements for becoming an alcohol and drug counselor have become more rigorous. The complexity of addictions requires a healthcare response similar to other chronic diseases. Clinicians must learn all aspects of this bio-psycho-social illness, along with the fundamentals of effective individual and group therapy and other clinical skills. Treatment has become more than a social service. It's also a social science.

A response to changing demographics. The cultural competency of current addictions treatment services comes into question when the demographic composition of the treatment workforce does not reflect the persons served.

Age disparity: The rates of substance abuse or dependence are higher among those aged 18-25 (21.3 percent) and 12-17 (8.0 percent) than those aged 26 or older (7.2 percent) (SAMHSA OAS, 2006). The average age of treatment clients is 25-44 (Kaplan, 2003). Yet three quarters of addictions treatment professionals are over 40 years of age (Powell, 2006).

Race disparity: Studies from the early 2000s revealed that 57 percent of treatment clients were White, while 70-90 percent of treatment professionals were non-Hispanic Whites (Kaplan 2003).

Gender disparity: In 2006, as in the four previous years, the rate of substance dependence or abuse for males aged 12 or older was about twice as high as the rate for females (12.3 vs. 6.3 percent) (SAMHSA OAS, 2006). Meanwhile, 57-60 percent of direct service substance abuse staff are women, and 70 percent of new counselors are women (Powell, 2006).

These workforce demographic issues are particularly relevant at a time when there is a sizable shift taking place in the leadership of the field. Many leaders who founded treatment agencies and associations in the 1970s and 80s are retiring now, opening up new opportunities for

experienced and mid-career professionals. Yet there is no coordinated national effort to recruit or prepare for the transition of leadership to those who will assume responsibility for strategic planning and policy directions on local, State, and national levels (TASC, 2004).

By the Numbers

135,000 Estimated number of full-time staff in the substance abuse treatment workforce, along with 45,000 part-time staff and 22,300 contracted staff.

5,000 Number of new substance abuse and mental health counselors needed annually for net replacement and growth.

50% Annual turnover rate among addictions treatment management staff. Additionally, treatment counselors have a two-year turnover rate.

Mid 30s Age at which most people enter the addictions treatment workforce, often as a second or even third career.

(Powell, 2006)

A reinforcement of the need for specialized addictions professionals. At a broader social level, the impact of addictions on social service systems (e.g., mental health services, child welfare systems, and criminal justice systems) is becoming more widely understood. Those who work in these allied professions are becoming more educated about treatment and recovery. In fact, treatment services may be offered within these systems, but often without the specialized expertise and evidence-based practices of the established addictions treatment and recovery field. There is a need to

reestablish the professional identity of the addictions treatment workforce, and build the base of trained and dedicated addictions professionals.

The Partners for Recovery Workforce Development Initiative

In response to the need for coordinated efforts to advance and strengthen the field of addictions treatment, the Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Substance Abuse Treatment (CSAT) launched Partners for Recovery (PFR) in the early 2000s. PFR brings together public and private partners at the Federal and State levels to build the capacities of the field and improve

services and recovery-oriented systems. Workforce development is a core component of PFR.

In 2006, through Partners for Recovery, SAMHSA/CSAT released *Strengthening Professional Identity: Challenges of the Addictions Treatment Workforce*. This field-driven report was developed to catalogue major workforce challenges and recommendations to address them. Specific to recruitment priorities, the report recommends:

- Expanding recruitment of healthcare professionals in addictions medicine
- Improving student recruitment within educational institutions, with a focus on under-represented groups
- Employing marketing strategies to attract workers to the addictions treatment field
- Continuing efforts to reduce the stigma associated with working in addictions treatment

Specifically, the report recommends that SAMHSA/CSAT “develop model social marketing and health communications strategies” for use by States and providers. The report states that the recruitment of younger individuals who might be interested in a longer career in addictions treatment is critically important to maintaining a viable workforce. It also notes that “second-career professionals, while potentially having a shorter career span, bring maturity and broad life and work experience to the field that is extremely valuable.” (U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, 2006).

The research and strategies that follow are a direct outcome of the recommendations in the 2006 SAMHSA/CSAT report and related studies.

3. Your Recruiting Strategy: Applying Principles of Marketing

The goal of the *Partners for Recovery* recruitment efforts, and of this manual, is to help hiring professionals attract qualified candidates to work in the addictions treatment and recovery field. Recruitment is simply the marketing of an employment opportunity to potential candidates.

According to the American Marketing Association, marketing “is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (American Marketing Association, 2007). This essentially means that you offer something of value to others, and they are willing to give something in exchange for what you offer.

In business, marketing involves positioning your product or service so that your customer perceives value in it and buys it. Both the company and the customer seek to benefit from the exchange: the company makes a profit and the customer is satisfied with the purchase. Recruitment is about positioning your employment opportunity in a way that your preferred candidate will choose to fill that role, and in a way that both you and the employee are satisfied in the outcome.

Marketing as a Framework for Recruitment

The principles of marketing can be applied to recruiting quality candidates to work in the addictions treatment and recovery field. Below is an introduction to these principles.

1. Your Goal

At the outset of any project or undertaking, you must be clear about what you intend to accomplish. In recruiting, your goal is to hire the best candidate for the job so that both you and the employee are satisfied.

In the long run, you only hit what you aim at.
Henry David Thoreau

It is important to note that your goal is not to conduct an advertising or recruiting campaign. Your recruiting activities are a means to an end. Your goal is to find the person who fits what your organization needs. The more specific your goal, the more targeted and effective your recruiting efforts will be.

2. External and Internal Analysis

External analysis refers to knowing the “marketplace” in which you are operating. In recruiting, it involves assessing the nature of your employment opportunity in relation to the broader external environment. What are the circumstances that affect both you and those you are trying to reach? External analysis looks at factors such as the economy, employment trends, the current status and reputation of your field, and the demand for what you offer. The Back Story in the previous section of this manual represents a broad external overview that sets the context for recruiting efforts.

Internal analysis is about clearly understanding your own organization and the elements that will potentially attract or detract someone from choosing to accept employment there. Organizational mission, culture, capacity, reputation, leadership, salary levels, benefits packages, growth opportunities, personnel and your own management style are all part of your internal analysis.

3. Target Audiences: Your Potential Employees

In marketing, your target audiences are those who have the capacity to influence the achievement of your goal. For companies, primary target audiences are the customers who purchase goods or services. In recruiting, your primary target audiences are the pool of candidates who will best fit your open position.

Secondary audiences are those who influence and can help you reach your target audiences. These intermediaries may include colleagues, professional networks, educational institutions, recruiters, trade publications, website gatekeepers, the media and so forth.

To be effective in marketing—and in recruitment—you must know your target audiences. This means understanding who they are, where they are, how they spend their time, what motivates them, what they value, and what they know and perceive of what you offer.

4. The Marketing Mix: Product, Price, Place and Promotion

New students of marketing quickly learn what are called the 4 P's of marketing. These are product, price, place, and promotion.

Product is the good, service, idea, or opportunity that you are “selling.” In recruitment, your product is the employment opportunity. Your goal is to have the most qualified candidate accept the employment opportunity in exchange for what s/he is doing now.

Price is what your target audience is willing to exchange for what s/he perceives that you are offering. In recruitment, the price is the perceived value of your employment opportunity in comparison to other options that are available to your potential candidates.

Place refers to where your target audiences get information about your product. In recruitment, placement is about where your information about employment opportunities reaches your potential candidates. Placement often happens through the secondary audiences—the intermediaries—mentioned above.

Promotion makes your target audiences aware of your product in a way that taps into what they care about and value. Promotion is about developing messages that get the attention of, or “hook,” your target audiences, and getting those messages to your audiences.

Taken together, the marketing mix is the successful offering of the right product at the right price in the right place and promoting it effectively (The Times 100, 2008).

In recruitment, the marketing mix boils down to the exchange between your organization and your employment candidate. How do you position your employment opportunity so that the best candidate will accept the job that you are offering?

5. Evaluation

A good marketing campaign will involve the ongoing assessment of what's working and what isn't. This applies to recruitment as well. As you develop and refine your recruiting campaign, take note of what you are learning. Assess the changing internal and external environment, and pay attention to new information about your target audiences.

Continually evaluate your product, price, place, and promotion efforts, particularly in relation to how these are perceived by your target audiences. Recruitment is likely an activity that you will do again and again. It will become easier for you if you commit to evaluating your efforts along the way, and apply that learning in each new recruiting campaign.

Focus of Current Recruitment Efforts

In this project, the given goal is to grow, improve, and diversify the current addictions treatment and recovery workforce. The broad picture of the external environment has been established in the Back Story. From here, we begin to develop recruitment strategies by:

- Identifying and segmenting target audiences (potential employees)
- Determining their needs and interests
- Creating messages to meet the needs and interests of potential employees
- Identifying where messages can best reach potential employees

Based on prior research regarding the needs of the addictions treatment and recovery field, including the reports mentioned above, the following groups were identified as key targets of recruiting efforts to strengthen the addictions treatment and recovery workforce:

- Clinicians, including licensed treatment counselors, social workers and case managers
- Primary health professionals, including doctors and nurses
- Academics and educators
- Business professionals, including management, financial, communications and other administrative staff
- Researchers

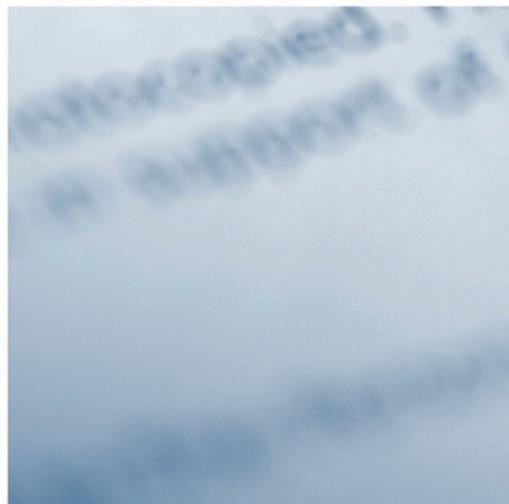
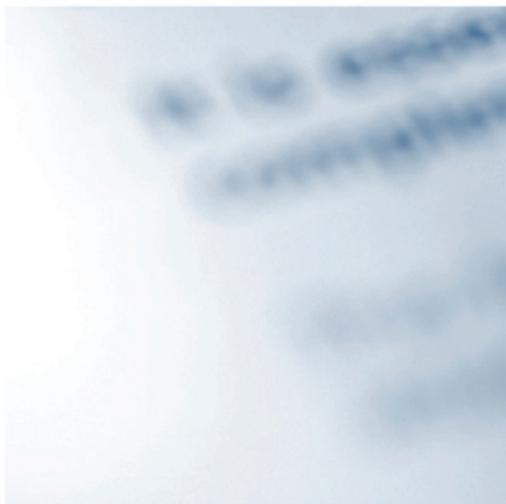
Additionally, within each of these categories are sub-categories, or market segments, that might compel unique strategies and messages. These include:

- New workforce entrants: Those who are soon-to-be or recently graduated in their respective fields and are making their first career decisions
- Mid-career professionals: Those with a number of years of practical experience who may be looking to either further their careers or potentially change career focus
- Individuals with affiliations to recovery issues: Those who either have personally experienced drug use, dependence or recovery, or have close personal ties to someone who has
- Those who are underrepresented among treatment staff as compared to the age, gender, racial and ethnic make-up of clients served.

In marketing, the most effective strategies are those that are most narrowly targeted to the intended audience. Messages are crafted specifically to match the beliefs, attitudes and circumstances of that audience. With finite time and resources allocated to this initiative, the development of targeted recruitment marketing strategies for each cross-section of the categories and sub-categories mentioned above, potentially 20 in total, was simply not feasible. As a result, it was necessary to identify a manageable set of sub-categories including those whose entrance into the treatment workforce could potentially result in the greatest impact to the field.

Based on the above, the following were selected as the priority targets for this recruiting project:

- Clinicians, focusing on both mid- and early-career candidates with additional emphasis on recruiting people of color
- General workforce, focusing on more generic messages with cross-appeal to multiple audiences.



4. Target Audiences in Addictions Treatment Recruitment: What We've Learned About Potential Employees

Target market research involves determining who potential workforce candidates are, where they are, what their perceptions are, what they value, and how to reach them. A primary focus of our recruitment efforts is to increase the number of alcohol and drug counselors, including both new workforce entrants and mid-career professionals. To better provide culturally-relevant services, there is a particular need to increase the proportion of African American and Latino clinicians in the workforce. Targets are pre/early career and mid/career changers, so roughly those aged 21-25 and 35-50.

A secondary aim of our recruitment strategies is to attract professionals to work in non-clinical positions in the field, including researchers, educators, and business professionals.

Structure and Process for Focus Groups

The market research for this project took place through a series of seven focus groups convened by Abt Associates in March, June, and September 2007. The focus groups yielded information about the attitudes and beliefs of current and prospective health and human services workers about their careers, and explored their attitudes concerning working in addictions treatment. Focus group participants shared their own patterns of seeking information and employment about their professions. They also recommended messages and strategies to convey information about the addictions treatment and recovery field to prospective recruits.

The feedback from these groups was used to develop marketing and recruitment strategies to attract individuals with potential interest in working in the addictions treatment profession. Focus group members had educational and career paths similar to those who would be recruited to work in the field.

Focus groups were composed of two cohorts: (1) “pre/early-career” (mean age 25 years) individuals, who were newly hired or studying health and human services or related fields other than addictions treatment; and (2) “mid-career professionals” (mean age 39 years), who have worked in health and human services or related fields other than addictions treatment for at least five years.

Within these two cohorts, African Americans and Latinos were reached to address a need to diversify the treatment workplace and to balance discrepancies in demographics between addictions treatment staff and clients. Dedicated African American and Latino pre/early-career and mid-career focus groups ensured adequate representation of these minorities. General population groups consisted of both pre/early-career and mid-career participants with mixed racial and ethnic representation. Efforts were made to balance focus groups by gender (mean = 60% female, 40% male) and residential setting (mean = 76% urban, 19% suburban, 5% rural).

The focus group protocol consisted of open-ended questions that allowed participants to elaborate on their responses. Participants provided additional information on pre-session data sheets and post-session questionnaires. The focus group findings provide a foundation for the specific recruitment marketing strategies that follow. In addition, the findings offer valuable insights that addictions treatment and recovery professionals can use to promote the field in community, educational and healthcare settings.

Target Audience Motivations and Implications for Recruitment

The complete findings of the focus groups are described in the report, “Informing Marketing Strategies for Recruitment into the Addictions Treatment Workforce Focus Group Findings on the Career Perspectives and Priorities of Individuals Entering or within the Health and Human Services Fields.” This report was prepared by Abt Associates, Inc., on behalf of CSAT’s *Partners for Recovery* Initiative, as a part of this project. The key findings from the focus groups and their implications for recruitment are summarized below.

Recruitment messages will need to tap into the motivations of potential employees. The focus groups findings found the following to be key motivators:

Making a difference. The common element motivating most focus group participants to seek a career in health and human services is a desire to make a difference and give back to the community. Career choices were often anchored in personal experience.

Despite mixed perceptions regarding the field of addictions treatment, a significant portion of focus group participants, primarily minority participants, said they had considered or would consider working in the field because they would be able to:

- Assist individuals in changing/saving lives
- Do something worthwhile
- Gain a sense of mastery
- Make a difference
- Give something back to the community
- Work in a changing and fascinating environment

Working for a mission-driven organization. The pre/early-career participants said they feel strongly about working for a mission-driven organization that focuses on the needs of clients. Participants in both groups said they take pride in their work and want to be appreciated.

Seeking balance. Both groups are looking for a flexible work environment, opportunities for growth, and a supportive, team-oriented environment. The pre/early-career workers also want knowledgeable managers and coworkers from whom they can learn.

Mid-career professionals said they dislike excessive paperwork and see bureaucracy as an obstacle to provision of services. They feel the demand to “meet the numbers” imposed by budgets and caseloads detracts from their client focus. The sheer volume of need and lack of support and resources—especially lack of qualified staff—increases job stress. They see a need for balance between detachment and engagement, such as in situations in which clients suffer setbacks or die.

Salaries and benefits are important, they say, but so is feeling valued in their jobs.

Career advancement. Asked to share their five-year career goals, members of the pre/early-career group said they want stable employment that allows them to achieve financial independence. They also said that in five years, they would like to be managing others.

Mid-career professionals said they hope for career advancement that provides autonomy and leadership. Some see themselves working independently as consultants or participating in public organizations such as a city council. They not only want to be giving back through their work, but also financially contributing to the communities they serve.

Minority participants (83% of African American and Latinos) were more interested in career opportunities than were members of the general population (mixed) group. Mid-career Latinos were the group most attracted to the field.

Perceptions About Working in Addictions Treatment

Stigma is often associated with addictions, and, by extension, the field of addictions treatment. Images evoked by “addictions treatment” were overwhelmingly negative. Focus group members’ personal attitudes and beliefs—which ranged from frustration, loss and betrayal to hope and pride—informed their perceptions about addictions and recovery.

Pre/early-career African American participants described the field as dangerous and slow-paced. The general population group added the descriptors “violent” and “unpredictable.” The mid-career group sees addictions treatment work as demanding and stressful.

Some participants lacked information about the addictions treatment and recovery field. They questioned if addictions treatment is considered a profession and, if so, is it valued as such and are its members paid fairly. Some assume that addictions treatment staff are primarily minorities and recovering “addicts” who are not professionally trained.

Implications for Recruitment Messages

Recruitment messages should be created in ways that respond to the knowledge and perceptions of potential employees.

Raising awareness. The focus group findings reveal that potential target recruits may be unaware and/or uninformed about addictions counseling as a career option. They are currently not disposed to consider a career in addictions counseling because they are unaware of what it entails and what its benefits might be. Also, they are potentially deterred by negative stigma related to addictions. They would like to help, but may be conflicted, partly because of their own biases and lack of information about addictions and recovery. Focus group members recommended showing the field in a positive light, with images of counselors and other professionals as attractive, dedicated and professional.

Marketing Tactics

- Create awareness that addictions treatment is a viable employment opportunity.
- Convey the satisfaction and pride of those who work in the field.
- Use stories about how people enter the field and what the work means to them.

Challenging work environment. Focus group participants had mixed perceptions about the field of addictions treatment and showed a general lack of knowledge about the field. Many see the field as potentially “dangerous,” but generally feel it is critically important and a valued career path that provides opportunities for personal growth, collaboration, and contributions to society.

Marketing Tactics

- Acknowledge and present the challenges as positive attributes
- Present those who work in the field as admirable people (“heroes”) who see and accept challenges

Opportunities to help people. Across all focus groups, participants recommended approaches that appeal to an individual’s desire to effect positive change in the community and society. Many focus group participants were motivated by the appeal of making a difference for families, turning someone’s life around, or saving a life. They want to

give back to their communities. Participants suggest disseminating information about the education needed and the range of jobs available in addictions counseling. Job opportunities are limited in some communities because of lack of education and training.

Marketing Tactics

Show images and use language about restoring health and hope.

- Messages should zero in on socially-conscious people who, in their own words, want to “work with people,” “serve,” “give back to the community” and “make a difference or become an agent of change.”

Emotional appeal. In recruiting, as in marketing, words and images matter. The tone and the manner of the messages should be open and accessible, not dark and foreboding. As preliminary recruiting messages were being developed, younger adults (aged 20-25) reacted negatively to the term “career,” saying it was something their “parents did.” They responded more positively to messages that conveyed flexibility rather than commitment. While the term “substance use disorder” commonly is used in the field, it is considered cumbersome and unclear compared to simply “addictions.” (For recruiting messages, the clinical nuances between “substance use disorders” and “addictions” are considered immaterial when the first purpose of the message is to “hook” or draw attention.) Images that conveyed human connection and positive interactions, such as two people embracing, consistently received positive feedback.

Key Message Concepts

Stable employment
Emotionally rewarding
Socially responsible
Financially viable (i.e., you won't get rich but you can make a living)
Engaging, never boring

Marketing Tactics

- Give statistics on the addictions situation today with an appeal to “make a difference.”
- Promote the sense of fulfillment in a mission-driven job.
- Use messages or images that depict individual counselors and clients celebrating or a family reunited.
- Show a team of people working together.

The main idea to express in recruitment messages is that working in addictions treatment allows you to fulfill yourself while (and because) you are helping others change their lives.

Where Potential Employees Look for Jobs

It is important to identify the places where potential employees can receive information about the addictions treatment and recovery field and particular opportunities in the field. The approaches listed below were mentioned by focus group members, but other venues should be used as well. For example, the majority of focus group participants did not regularly use public transportation, which, for them, might rule out advertising on buses and trains. This situation, however, may not be the case in all communities.

Networking. The pre/early-career and mid-career group members identified networking as their primary method for job-hunting. Younger participants talk with professors and guidance counselors; mid-career professionals look to peers and mentors. This points to the importance of reaching secondary target audiences, or intermediaries.

Marketing Tactics: Pre/early-career group/minorities

- Plant seeds about the addictions treatment and recovery field in middle school and high school.
- Include information in drug and alcohol prevention programs about the reality of recovery, and the heroes who treat addictions.
- Educate high school and college guidance counselors about the need and the many different ways in which people can make a difference by working in the addictions treatment and recovery field.
- Recruit at community colleges where certification courses are offered.
- Promote classes/certification for a number of different addictions treatment positions.
- Create accelerated training programs/career ladders linked to jobs.
- Create mentoring programs to support professional development and long-term commitment to the field.

Marketing Tactics: Mid-career group

- Post job information in health and social service facilities, in professional publications, on message boards, and on blogs.
- Create professional activities that offer ongoing opportunities to share concerns, support mentoring, and attract individuals to the addictions treatment and recovery field.

Internet and e-mail. Participants in the pre/early-career group rely more on the Internet than do members of the mid-career group, although both regularly access websites. Pre/early-career individuals (62%) and more than 40 percent of mid-career individuals use Google and links from other websites as information sources. More than half visit message boards and blogs; 37 percent do so daily.

Marketing Tactics

- Develop a creative, dynamic (frequently updated) website to increase access to information about the addictions treatment and recovery field. Include a blog, job opportunities, listserv, current research, and links to related websites.
- Post job openings online. Focus group participants recommend Monster.com, Craig's List, Hot Jobs, Career Builder, Idealist.org, and Socialservices.com.
- Design e-mail job- and education-opportunity materials that are clearly distinguishable from "junk" mail.

Newspapers. Focus group participants regularly check newspapers (print and online) for job leads. See page 27 for more specific guidelines regarding classified ads.

Marketing Tactics

To attract attention from people currently outside the field (for example, participants like those in the health and human services focus group), create positive ads that focus on opportunities to serve, give back and make a difference rather than on job titles such as "alcohol and drug counselor." Highlight benefits such as "flexible hours" or "educational loan grant."

Radio. Members of both focus group cohorts listen to the radio. Mid-career participants (87%) are more likely to listen to radio daily than are those who are pre/early-career (76%). Mid-career participants (87%) are

more likely than pre/early-career participants (57%) to listen to talk radio. Few participants listen to public or satellite radio.

Marketing Tactics

Identify the radio stations potential recruits listen to and develop public service announcements, guest appearances on talk shows, etc., that are targeted by age, experience, ethnicity or community.

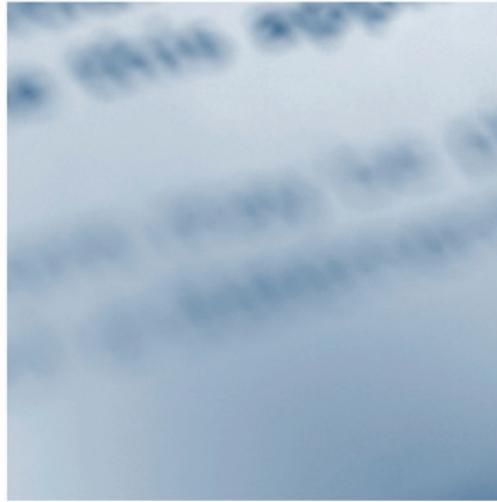
Sample Internet Job Sites

Below are sample websites that can help you reach potential candidates across the United States. Some are geared toward wide audiences, while others are more targeted to focus on diversity, employment in the nonprofit sector, and so forth. This list offers examples only, and does not constitute an endorsement of any of the sites.

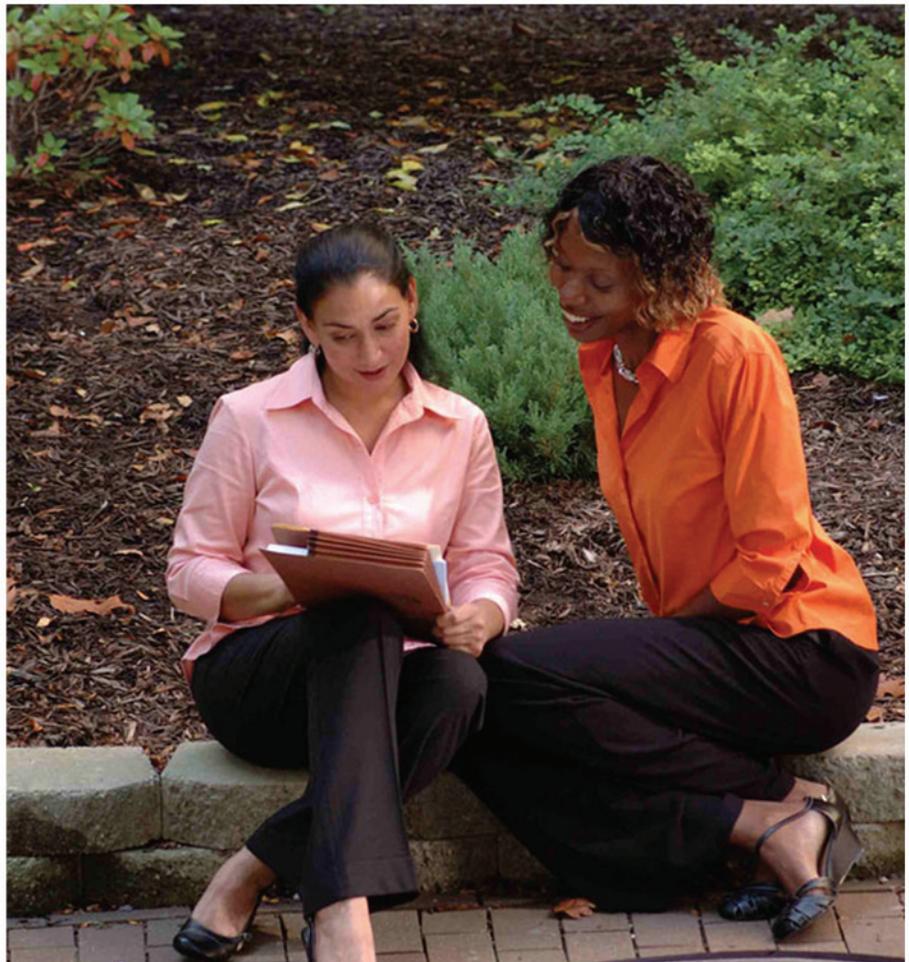
Sample Non-Profit and Counselor Job Sites	Web Address	Description
Addiction Technology Transfer Centers (ATTC) Addiction Careers	http://www.addictioncareers.org/addictioncareers/	Provides links to addictions education and employment sites
Idealist.org	http://www.idealist.org/	Provides links to nonprofit jobs, volunteer opportunities, internships, etc.
National Association of Addiction Treatment Providers	http://www.naatp.org/home.php	Provides listings for positions in the treatment field
SocialService.com	http://www.socialservice.com/	Provides job listings for positions in social work, case management, psychology, and mental health, etc.
SubstanceAbuseJobs.com	http://www.substanceabusejobs.com/	Lists substance abuse treatment employment opportunities
SubstanceAbuse CounselorJobs.com	http://substance.abuse.counselor.jobs.com	A subset of Monster; posts positions in substance abuse counseling and related jobs

Sample Diversity Sites	Web Address	Description
DiversitySearch	http://www.diversitysearch.com/	A leading site for focusing on diversity
HireDiversity	http://www.hirediversity.com/	Provides Latino, African-American, Asian and other minority entrepreneur and career resources, and gives corporations who are hiring access to diverse employees
Hispanic Alliance for Career Enhancement	http://www.hace-usa.org/	Provides services, programs, and links to private and public organizations for Hispanic professionals
IHispano	http://www.ihispano.com/	A site for Hispanic and bilingual professionals
IMDiversity	http://www.imdiversity.com/	Provides information on career opportunities for African Americans, Asian Americans, Hispanic Americans, Native Americans, and women
LatPro	http://www.latpro.com/	A site for Spanish-speaking managers and professionals
RileyGuide	http://www.rileyguide.com/diverse.html	Provides numerous targeted links and resources for people over 50, ex-offenders, disabled people, military personnel, women, Gay/Lesbian people, African Americans, Asian Americans, Hispanic/Latin, Indigenous/ Native populations, and faith-based organizations

Sample Job Sites with Wide Reach	Web Address	Description
America's Job Bank	http://www.jobbankinfo.org/	The U.S. Employment Service Online
CareerBuilder	http://www.careerbuilder.com/default.aspx?cbRecursionCnt=1&cbsid=764eb65d2f864a1c8fc6b6d966e6a660-306431771-JV-5	Lists a broad assortment of jobs, including opportunities in addictions treatment and recovery
CareerPath	http://www.careerpath.com/	Lists resumes and job listings
Craig's List	http://www.craigslist.org/about/sites	Open network of online advertisements, including job postings
Indeed	http://www.indeed.com/	Searches thousands of websites for employment advertisements and posts using customized searches
JobOptions	http://www.joboptionsinc.org/	Enables job seekers to find job postings by using a searchable database.
JobTrak	http://www.monster.com/internships-entry-level-college-jobs.aspx?wt.mc_n=monstertrak	Site targeted primarily to students and alumni of more than 800 colleges throughout the U.S.
Monster	http://www.monster.com/	One of largest job sites; includes tools and services for employers, including resources for reaching diverse candidates
Yahoo	http://hotjobs.yahoo.com/	One of the larger job sites that also provides career management tools



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5. Putting It All Together: Your 10-Step Recruiting Plan

Now that you have the important background information about what goes into an effective recruitment strategy, you can create a plan tailored to your specific needs.

The reports and focus group findings presented in this manual represent broad-level market research for the addictions field. Much of the information presented may apply to your situation, but some of it may not. If your instincts (or your clients and colleagues) tell you that some strategies and messages will be more effective than others, go with what you know. This manual gives you the broad brushstrokes. Here you can fill in the details that work for you.

1. What is your goal?

- To hire the best candidate for the job so that both you and the employee are satisfied:
 - What skills and attributes, specifically, does your organization need in the person who will fill the open position?
 - Which skills and attributes are musts, and which are desires or preferences?
 - Specifically, what are your expectations of the person who will fill this position?
 - Are your expectations realistic?
 - Do you have a deadline for filling the position?

Tip: Make your goal SMART: specific, measurable, attainable, realistic and timely.

2. What is your external environment?

- What is the civic and political environment in which your organization operates?
- What are employment trends in your area, especially in the fields of health and human services?
- What are the salary trends?

- With respect to this position, what funding considerations or limitations are there?
- What is the local reputation of the health and human services field in general, and of the addictions treatment and recovery field in particular?

Tip: To comply with employment law, pay special attention to the section of this manual entitled, “Human Resources Tips: What You Need to Know About Job Posting, Interviewing, and Hiring.”

3. What is your internal environment?

- What is the local reputation of your organization, its mission, and leaders?
- What are the perceptions of your unit or department?
- What are the perceptions of you and your management style?
- What are the organizational and salary structures at your organization?
- Where does your organizational revenue come from? How reliable are your funding streams?
- What does success look like at your organization? What does accountability look like?
- What does your organization do better than anyone else?
- What is your organization passionate about? What are its true priorities?

Tip: Don’t assume that your answers to these questions match the perceptions of colleagues and of potential candidates. Check your assumptions.

4. Who is your target audience?

- Who are the potential candidates that meet the criteria for your position?
- What education, credentials, and skills do they have?
- Who are your secondary audiences, i.e., those who can help you reach your target audiences?

Tip: The clearer you can be about defining your target audience, the more focused and effective your recruiting efforts can be.

5. What do you know about your target audience—your potential employees?

- What does your local “market research” tell you about your potential employees?
- What information do you have about their knowledge, experience, and perceptions of addictions, treatment, and recovery?
- What knowledge, skills, and other employment attributes do they have?
- What do they know and perceive about your organization?
- In terms of employment, what do they most value (e.g., salary, flexibility, location, emotional rewards, team environment, growth opportunities, organizational reputation and leadership, etc.)?

Tip: As you recruit, screen, and hire for your position, the questions you ask about your potential employees, and the answers you learn, will become more focused.

6. What is your *product*? What is the employment opportunity that you’re “selling”?

- What, specifically, is the employment opportunity that you are offering?
- What is the job description?
- What are the features and benefits of your open position that are of value to potential employees?
- What is the salary package, including benefits?

Tip: Be clear about what the position is and what your expectations are. Lack of clarity about the position—as understood by you, your colleagues, and potential employees—could result in a poor fit and will create challenges after hire.

7. What is the *price*? What is the perceived value of the employment opportunity to potential candidates, as compared to other options they have?

- What do potential employees have to give up or do in exchange for the position that you're offering?
- What are the barriers that dissuade potential candidates from your open position?
- What extra steps does a candidate need to take in order to be employed by your organization (e.g., longer commute, different hours, further schooling, certification, etc.)?
- What is the self-interest of a candidate in accepting this position?

Tip: Remember that what you value in an employment opportunity may not be what potential employees value. Find out what matters most to them in terms of employment.

8. Where is the *place*? Where does information about your employment opportunity reach potential candidates?

- Where will information about your job opening reach your candidates?
- What do your target audiences read?
- What do they listen to?
- Where do they spend time?
- What methods of transportation do they use?
- What groups or associations do they belong to (in person or online)?

Tip: Reach your audiences where they are; don't make them come to you.

9. What *promotion* messages and methods will you use?

- Have you developed a message that conveys the intersection between what you value and what your target audience values?
- How will your message get their attention?

- What tools and strategies can you use to reach your target audiences?

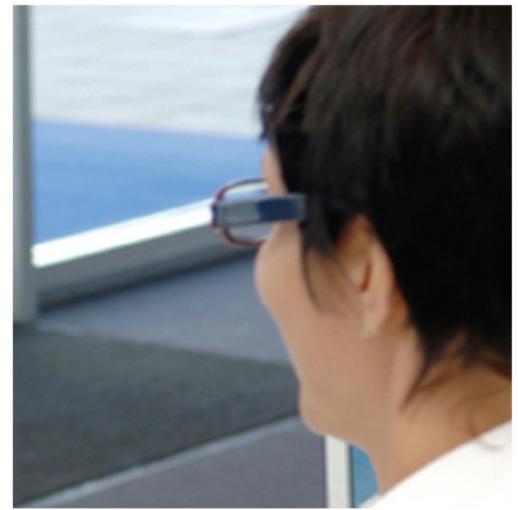
Tip: Avoid the temptation to begin your recruitment efforts directly with the Promotion step. Your promotion strategies and tools flow naturally from the earlier steps.

10. How will you evaluate your recruiting process and results?

- What worked and what didn't work?
- How will you retain and share these lessons to use for future recruitment purposes?

Tip: Ongoing evaluation of your efforts will save you time and effort in the future.

With these steps, you are on your way to finding the best candidate to fill your position!




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6. Human Resources Tips: What You Need to Know About Job Posting, Interviewing, and Hiring

As you move forward with your recruiting efforts, keep in mind that there are rules and guidelines related to the posting of positions, selection and interviewing of candidates, and hiring of employees.

People generally assume that when hiring decisions go wrong, the fault lies with bad judgment during the interview process. Hiring is a multi-step process, and whatever missteps occur early on in the process will invariably catch up to you. And no missteps can do more to torpedo the process than failing to take enough time at the start to form a clear understanding of your staffing needs.

Every decision you and others in your organization make during the hiring process is ultimately designed to do one thing: fulfill a staffing need in the most effective and intelligent way possible. Less obvious are the factors that should drive your decisions at each stage of the process particularly when you are setting the basic hiring criteria.

Classifications of Employees

Workers can be classified into three legal categories: employees, temporary workers and independent contractors. As you review your recruitment goal, consider which classification of worker will best meet your organization's short-term and long-term needs:

Employees. An employee is an individual hired by an agency to perform work under the control, direction and supervision of the employer. He or she is paid an hourly wage or a salary. Usually the employer furnishes the equipment that the employee uses to perform the job. The fact that the individual is employed only part-time does not affect his or her status as an employee. If the person works under the agency's control, for a wage or salary, using agency equipment, then he or she is an employee (regardless of the actual number of hours worked per week).

Temporary workers. Temporary workers are those individuals who, if hired through a third-party agency, are probably not considered to be the agency's employees; they are considered to be the employee of the agency who is providing them work to do, paying them and sometimes providing benefits to them. Seasonal workers, including interns, are those individuals who might be employed for an hourly wage during a specific time of the year. In these types of arrangements, both the organization and the individual are clear that there is no long-term arrangement involved.

Independent contractors. An independent contractor is responsible for the costs of his or her own operation, including equipment and supplies. Contractors are generally paid on a "per project" basis. This type of individual is hired to perform a certain task or complete a specific project and then the organization leaves it to the individual's discretion and judgment as to how to achieve the objective.

The down side of hiring independent contractors and temporary or seasonal workers is that an agency does not get the benefit of gaining "organizational knowledge" (since these individuals may work for the firm only briefly and then move on). Another risk is that the organization must continually train and educate the people that it brings into new projects, which can be very time-consuming.

Determining Job Openings and Requirements

It is critical to understand—prior to commencing your search for the best employee— exactly what it is that you want this individual to do for your organization. Determine the skills, knowledge, education, licenses, and other specifications that are required. Write a job description that will provide objective criteria that can be used to measure which applicants are most qualified. If a description has already been written, it is important to review it to ensure that the job functions and prerequisites are still accurate.

Job description. The job description has long been the bread and butter tool of hiring. As any hiring professional can tell you, a high percentage of hiring "mistakes" result from job descriptions that fail to capture the essence of the job accurately. The job description alerts candidates about what to expect, helps set the pay for the position and lays the

groundwork for performance standards so that both the organization and the employee can track future progress.

You can best think of a well-written job description as a “snapshot” of the job. The job description needs to communicate clearly and concisely what responsibilities and tasks the job entails and to indicate the key qualifications of the job. The description should include:

Job title. The job title should be clearly stated in the job description, along with any other positions that relate to future advancement opportunities for the job (e.g. case manager, group facilitator, administrator, etc.).

Essential job functions. In this section, the core functions of the job—those skills and tasks that make up the “essence” of the actual duties—are described. Some key questions to ask include: what tasks will this employee perform? By focusing on the functions that will be performed, the organization can avoid the trap of inadvertently or subconsciously excluding persons in protected classes.

Qualifications required for the job. Once the essential job functions are identified, the qualifications that are necessary for the job can be determined. Some key questions to ask include: What types of skills are required? Does the job require a college degree in a specific area? Does the job require previous experience? Does the job have any physical demands (e.g., lifting, driving, etc.)? Answering these questions will help the agency find the best match of qualifications to the essential job functions.

Non-essential job requirements. After the essential and critical job functions are identified, it is helpful to determine related skills and qualifications that would be desirable, but which are not absolutely required.

Reporting relationship. The job description identifies the individual’s place in the organization, including the position’s direct reporting relationship.

Posting Internally

Hiring from within usually takes less time and is generally less costly (in the short-term) than hiring from the outside. Everything being equal, it

will take an existing employee a lot less time to acclimate to the new job than an employee who has never been with your organization.

Hiring from within sends a message to employees at all levels of your organization that good performance gets rewarded – and that there’s a reason (apart from the regular paycheck) to work hard and be reliable. Also, there’s no better way to avoid excessive turnover at lower levels of an organization than to offer advancement opportunities.

It is a good practice to post open positions internally so that current employees have an advance opportunity to indicate their interest in the position. Posting internally also gives your current employees early information about the agency’s hiring needs so that they can offer suggestions as to possible candidates who may be part of their personal or professional networks.

Advertising Externally

Focus groups participants say they are more likely to look for jobs on the Web than via other media. There are a number of ways to search the Web: by industry, job title, relevance, company, location or keyword. A newly certified addictions counselor may search by job title. Another, seeking to find more rewarding work, may look for “social relevance,” or “mission-driven.” Some sites, like idealist.org, specialize in listing meaningful, challenging jobs.

Given the number of job openings posted on the Web, how the information is presented is even more important than where (given the ability of search engines to respond to specific interests). Including specifics about a position is the most important way to reach qualified candidates, and avoid an overloaded in-box. Given the importance of providing expanded details about the required skills or the working environment, websites are generally more economical than print, which charges by the word/inch.

Classified Ads

The most common (if not always the most effective) way to start the recruiting process is to place a classified ad in local newspapers and on targeted websites (e.g., Monster, CareerBuilder, etc.). Posting your advertisement with the career services department of local colleges

and/or vocational schools can also be a good way to solicit qualified candidates.

Here are considerations to keep in mind:

- The goal of a classified job ad is not only to generate responses from qualified applicants, but also to screen out candidates who are clearly unqualified.
- Be clear in the job title. Many ads end up in searchable databases, so use terminology in the title that is logical and intuitive (e.g., “counselor”).
- You are better off receiving only a few resumes from candidates who truly merit an interview, than getting 100 responses from candidates you would never consider for the position.
- Your ad should convey some sense of your organizational culture and values using a few phrases (e.g., client-centered, fast-paced).
- Use active voice and actions words throughout the ad. Make the ad move – not just sit passively on the page.
- Use a “hook.” Create a sense of enthusiasm; arouse candidates’ interest.

To increase the pool of potential applicants, it is a good idea to expand the ad placement to larger metropolitan newspapers or radio stations that are heard and read by a larger and more diverse audience. In addition, you may want to advertise in specific trade publications or specialty newspapers or journals for highly technical positions.

Sample Job Advertisement

Rehabilitation Counselor. Make a difference in someone’s life – and in your own. Join our team of certified counselors and be part of the growing field of addictions treatment. Conduct individual and group therapy. Flexible hours. Low \$30s. CADC required. Visit ([website](#)) for job description and how to apply.
Best Counseling Center. EOE.

The advertisement should contain the following basics:

- a brief description of the essential job functions and specific duties of the position
- all required job qualifications (e.g., college degree, master's degree, substantial and/or previous experience, etc.)
- a reference to the fact that you are an "Equal Opportunity Employer" (EOE)
- website address or link to information about your organization and specifics such as a description of the job, detailed job responsibilities, qualifications, career level, benefits, and how to apply

The fact that so many organizations rely on ads to attract qualified candidates doesn't necessarily mean that such ads represent the best way to target the most qualified candidates. Depending on your recruitment objectives and how specific your organizational needs are, you may find that other methods (e.g., networking, professional associations, schools, etc.) will ultimately prove more effective.

Laws Regarding Job Advertising

Remember that Title VII, the Age Discrimination in Employment Act (ADEA) and the Americans with Disabilities Act (ADA) prohibit employers from publishing or printing job notices that express a preference or limitation based on race, color, religion, sex, national origin, age or disability, unless those specifications are based on good-faith occupational qualifications (which is a difficult standard to meet). These limitations apply to traditional media, such as newspapers or radio, as well as to job openings that are posted on the agency's website or Intranet.

An example of a job advertisement that would not be legal: posting an advertisement for a "waitress" is illegal because it implies that the employer is seeking a female for the job. If there is no bona fide reason why the job should be filled by a woman rather than a man, the advertisement would be considered discriminatory. Similarly, terms such as "young woman" or "girl" should never be used because they discourage job candidates from applying for positions because of their sex or age.

Other words and phrases that should be avoided in job advertisements include: *youthful or mature, retiree preferred, healthy, salesman, able-bodied or disabled, Christian* or any reference to religion, *minority* or any reference to race or ethnicity, *single* or any reference to marital status, and *fluent in English*. Using any of these words and phrases could have the effect of discouraging people in protected classes who do not fit those characteristics from applying for the position.

Employment Application

The job application form is a critical document as it is from the answers to key questions that the agency gleans important information about a candidate's personal, education and employment background. Employers should avoid making inquiries related to the protected characteristics of a job candidate (e.g., questions related to the applicant's sex, age, race, national origin, religion, number of children, marital status, health or disability and physical traits) on an application form since there could be an inference that these factors will be used as selection criteria; however, it is permissible to ask whether or not the applicant is eligible to work in the United States.

In addition to asking for basic applicant information (name, address, telephone number, etc.), the employment application needs to ask the questions that might otherwise be overlooked: How has the candidate progressed through the ranks and reinvented his/her job in light of the organization's changing needs? What is the individual's reason for leaving his/her current employer? What is the candidate's interest and motivation for joining your organization and this field? Where does this position fit into the individual's career goals?

The employment application should also provide a place for the applicant to give his or her written consent to a background investigation and comprehensive reference check (and credit check, if applicable to the position). Candidates should complete an employment application even though they have submitted a resume for an actual position.

Accepting Applications and Resumes

The best advice is that you should not accept applications and resumes from any person unless you have an open position for which your firm is actively recruiting. What that means is that “walk-in” candidates should not be permitted to complete your application form unless there is an open position, and unsolicited resumes should not be retained. The reason for this is that, for affirmative action and tracking purposes, there is a great deal of controversy concerning which persons should be considered to be “applicants.” Resumes and applications accepted for open positions, however, must be retained for a minimum period of two years to meet legal guidelines, as per the Office of Federal Contract Compliance Programs (OFCCP) Equal Employment Opportunity (EEO) guidelines.

Interviews

Because your actions can expose you to legal liability during this process, it is crucial to understand the types of questions that can and cannot legitimately be asked. The litmus test for the agency is to ask this question: What do I really need to know about this applicant to decide whether s/he is qualified to perform this job?

Questions to avoid include those concerning an applicant’s sex, age, health, marital status, number or ages of the applicant’s children, how s/he will arrange for child care, views on birth control, pregnancy or future family plans.

Once the resumes and applications have been screened, it is a good practice to arrange short phone interviews with the most promising applicants. These brief conversations can be used to explain the job in more detail, gauge the individual’s interest (so that time is not wasted by bringing in potential candidates who are not really interested) and clarify the individual’s work history and experience level. Assuming that the candidate still looks interesting, a face-to-face interview would be scheduled.

Sample of Appropriate and Inappropriate Questions

The way in which questions are phrased is very important. The following are examples of acceptable and unacceptable interview questions. The first question is unacceptable and the second one is acceptable.

1. **Unacceptable:** Are you a U.S. citizen?
Acceptable: Are you lawfully employable in the United States either by virtue of citizenship or by having authorization from the INS and the Labor Department?
2. **Unacceptable:** How old are you?
Acceptable: Are you over the age of eighteen?
3. **Unacceptable:** Do you have any children? What are your child care arrangements?
Questions about family status are not job related and should not be asked.
4. **Unacceptable:** What clubs or organizations do you belong to?
Acceptable: What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
5. **Unacceptable:** Have you ever filed a workers' compensation claim?
You may not ask this question or any related question during the pre-offer stage.
6. **Unacceptable:** What disabilities do you have?
Acceptable: Are you able to perform the essential functions of the job to which you are applying? (Be sure you tell the applicant what the essential functions are).
7. **Unacceptable:** When did you graduate from high school?
Acceptable: What schools have you attended?
8. **Unacceptable:** What is your maiden name?
Acceptable: Have you ever been known by another name? (Only ask this question if you need to contact a former employer, because a legal liability may exist if an applicant claims that you were trying to determine his/her ethnic background and consequently didn't hire him/her because of it.)
9. **Unacceptable:** Do you smoke?
Acceptable: Our smoking policy is such—can you adhere to it? (Be aware of any State laws that relate to smoking. Some States prohibit an employer from excluding applicants for off-the-job smoking.)
10. **Unacceptable:** Do you have AIDS or are you HIV-positive?
There is no acceptable way to inquire about this, or any other medical condition.

The actual interview process is critical to hiring individuals who will truly be a good fit for the organization. During the interview process,

keep in mind that the ultimate goal is to find the candidate who represents the best match between what your organization needs and what the candidate values. Please consult additional resources and websites (such as the Society for Human Resource Management at <http://www.shrm.org/Pages/default.aspx>) for specific guidance on interviewing techniques.

Additional Laws Affecting the Employment Process

There are many Federal, State, and local laws that make it illegal to discriminate on the basis of a number of factors, including, but not limited to, race, religion, sex, age, disability, veteran status, pregnancy, and marital status. There are more than a dozen pieces of Federal legislation that affect the recruiting and hiring process. There are also a number of other laws that impact the employment relationship in general (for example, Fair Labor Standards Act, Workers' Compensation, Occupational Safety and Health Act, etc.). Many of these laws and regulations overlap with State statutes and common-law principles governing the employment relationship.

An agency's failure to understand how these laws affect everything from pre-hiring practices to its decision to terminate an employee can result in time-consuming and expensive litigation and governmental investigations.

See Appendix A for a summary of some of the most important employment-related laws.

EEOC Compliance

No hiring practice is routine; every human resources decision must comply with the rules of the EEOC. Every hiring decision, if it is not handled properly, is a potential EEOC minefield.

Everyone involved in the hiring decisions must know the importance of acting in accordance with the law.

Steps to take to remain in compliance with EEOC requirements:

- Make sure that all appropriate EEOC postings and announcements are in place.

- Make sure that everyone who will interact with the job candidate is familiar with Title VII provisions and is well-versed on any questions that could reasonably be interpreted as “discriminatory.”
- Consult legal counsel to confirm that all forms related to staffing/hiring conform to the law.
- Develop a written document that spells out the key qualifications of the job, and make sure that you can defend any hiring decision on the basis of the test in the written document.
- Continuously monitor your hiring practices to ensure that everyone is following them.

The recruiting and selection process is time-consuming and complicated. However, if the process is approached with knowledge and preparation, the organization will be able to fill positions with qualified people who are a good fit for the agency. This, in turn, will help your organization continue to grow and prosper.



7. Conclusion

Job satisfaction. The opportunity to make a difference. Engaging work.

These are desired job attributes identified by potential entrants into the addictions treatment and recovery workforce, based on focus group findings. Your organization likely offers these and/or other rewards. To identify and bring the best candidates into your organization, your recruitment goal is to find the match between what you need and what your best candidates value.

To recruit and hire candidates, you need a strategy. Your strategy can be informed by the basic principles of marketing, which entails understanding the voluntary exchange between two entities. In recruitment, the successful exchange occurs when you hire your best candidate, and when both you and your candidate are satisfied with what you each get. You get a qualified employee who can help advance your organizational goals and mission, and your candidate gets a job with tangible rewards (e.g., salary) and intangible rewards (e.g., meaningful work) that he or she values.

Using the principles of marketing, your effective strategy will have a clear goal, will be based on an understanding of external and internal factors, will target the best candidates for your open position, and will incorporate the 4 Ps of Marketing:

- Product (your open position)
- Price (what your best candidates do or give up in order to accept your employment offer)
- Place (where and how information about your open position reaches your target audience)
- Promotion (the creation and dissemination of messages to reach your target audiences, based on what they value and where they are)

The task of recruiting qualified candidates to the addictions treatment and recovery workforce has its challenges to be sure. From low salaries to stigma to misinformation, there are barriers that separate potential employees from opportunities in the addictions treatment and recovery

workforce. You need to understand these barriers – not as you perceive them, but as your potential candidates perceive (or do not perceive) them. Recruitment is successful not only when these barriers are recognized and overcome, but especially when candidates understand and value the benefits of working for your organization.

Keep in mind that, as a hiring and recruiting professional, you are a key marketer for your organization. How you perceive and value your job is apparent to candidates. When you value and genuinely enjoy your work, then your profession is more attractive to potential candidates.

Job satisfaction. The opportunity to make a difference. Engaging work. These rewards are available to you too, and they will be even greater as you recruit and hire effectively.

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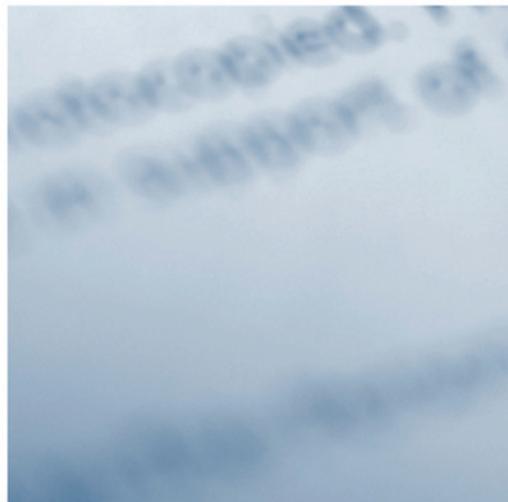
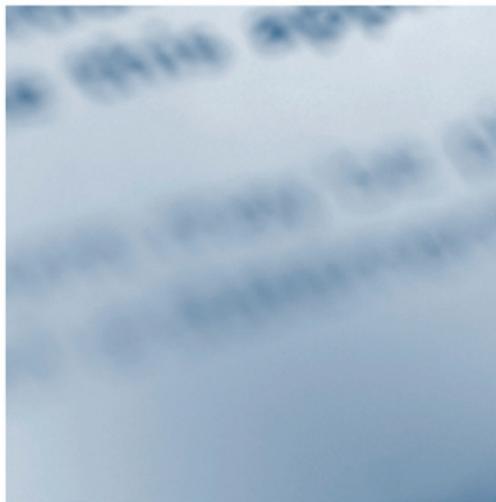
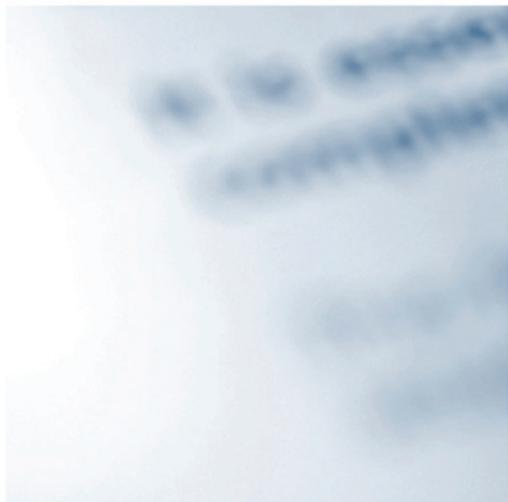
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Appendix: Summary of Key Employment Laws

There are more than a dozen Federal laws and regulations that affect the hiring process. The purpose of these laws is to ensure that all individuals are given an equal opportunity to be selected for a position, free from discrimination and harassment.

Employment laws affect how an organization will advertise for an open position, how interviews are conducted and what questions can (and cannot) be asked. The laws affecting the hiring process are complex and can complicate finding and hiring the right person for all organizations.

- Title VII of the Civil Rights Act of 1964. This Act prohibits discrimination by employers on the basis of race, color, religion, sex or national origin. Employers are not permitted to discriminate on these bases when making employment decisions such as hiring, firing, promotion and compensation. Title VII applies to any business with 15 or more employees who work 20 or more weeks per year.
- Section 1981, Civil Rights Act of 1866. The Civil Rights Act of 1866 was a major anti-discrimination statute, and Section 1981 was the first significant law prohibiting discrimination in employment. This Act prohibits discrimination on the basis of race in contracts, which includes the implicit or explicit employment contract you make with any and all employees. Courts have broadly interpreted this law to include racial or ethnic discrimination.
- Civil Rights Act of 1991. This Act expanded the rights of plaintiffs in employment discrimination cases and extended the coverage of the major civil rights statutes to the staffs of the President and the U.S. Senate.
- Equal Pay Act. This Act prohibits discrimination in compensation based on gender. An employer must compensate men and women with equal rates of pay for equal work.
- Age Discrimination in Employment Act (ADEA). This Act covers any agency with 20 or more employees who work 20 or more weeks per year and prohibits discrimination against employees or

potential employees 40 years or older. Any employer decision made solely on the basis of this age category violates the law.

- Americans with Disabilities Act (ADA). This Act prohibits discrimination against qualified employees who have mental or physical disabilities. Disability is broadly defined to include any impairment that substantially limits a major life activity (e.g., walking, breathing, hearing, seeing, working, etc.). Employers must provide reasonable accommodation to a disabled person who is qualified to perform the job. An employer with 15 or more employees is covered by this Act.
- Vocational Rehabilitation Act of 1973. This Act prohibits discrimination against the physically and mentally disabled and requires an employer to take affirmative action to employ these persons. This law applies to employers with Federal contracts and subcontracts worth more than \$2,500.
- Family and Medical Leave Act of 1993. This Act is designed to allow employees who are seriously ill or who have seriously ill immediate family members to take a leave. It also applies to birth, adoption, or the placement of a child in foster care. This law covers private employers with 50 or more employees at work sites within a 75-mile radius.
- National Labor Relations Act (NLRA). This Act permits employees to organize a labor union, collectively bargain and engage in economic strikes. Employees have the right to elect a union to represent them and bargain with an employer over compensation and other contract terms and, if the bargaining is unsuccessful, to conduct a strike. An employer cannot discriminate against an employee because of his or her membership in a union.
- Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). This Act covers all employers, regardless of size, and prohibits employment discrimination against veterans and requires employers to grant time off to employees who perform their military duty.
- Veterans Re-Employment Act of 1974. This Act gives employees who served in the military at any time the right to be reinstated in employment without loss of seniority benefits and the right not to be discharged without cause for one year following reinstatement. The law applies to all public and private employers, regardless of size.

- Vietnam Era Veterans' Readjustment Assistance Acts of 1972 and 1974. This Act prohibits discrimination and requires affirmative action to employ disabled Vietnam-era and other war veterans. The law applies to employers holding Federal contracts of \$25,000 or more.
- Immigration Reform and Control Act. This Act makes it illegal for employers to hire undocumented workers. Each employee is required to complete an INS Form I-9 to ensure that the employee can legally work in the United States. The Act prohibits discrimination for national origin or for citizenship when the latter is an alien lawfully admitted for permanent residence.
- State and local civil rights laws. Almost every State has laws that parallel the Federal anti-discrimination laws. Some States and local governments may also have more inclusive categories, such as marital and sexual orientation discrimination.

Situations that would be considered illegal discrimination include the following types of employment-related decisions:

- Refusing to hire an applicant because she is pregnant;
- Refusing to provide an accommodation to an applicant with a disability that would enable him/her to perform the job (e.g., a blind typist who applies for a clerical job would be capable of doing the work if you had a computer with a Braille keyboard. Refusing to purchase the specialized keyboard would be illegal unless a company can prove that the cost would impose an "undue hardship" on the business);
- Refusing to hire a worker because she or he speaks with an accent; and
- Forcing an employee to retire when she or he reaches age 65.

There is a simple way to comply with these laws: make all of your hiring, promotion, and other decisions solely on the basis of the ability of the individual to do the job.

The prohibition against discrimination extends not only to intentional acts by you (disparate treatment), but may also cover actions that are not intended to discriminate but have the effect of doing so, which is called disparate impact.

Job Application

Application

Application
refer to the G
tion form.

It is requested
that you
complete this application
form and return it to the
personnel department.

Application
form
This form should be
filled out and returned
to the personnel department.

Application
form
This form should be
filled out and returned
to the personnel department.

