

**STATEMENT:**

The effectiveness of the Healthcare Facility (HCF) protection program is directly related to the quality of those providing security services. The recruitment process should be structured to select personnel who support the HCF's mission, vision, standards and performance expectations.

**INTENT:**

- a. The HCF should develop a job description for each position. Job descriptions should identify essential functions, which reflect the skills, performance expectations and key competencies required.
- b. The HCF should conduct a job analysis for each position. It should identify the minimum qualifications and skills needed for success which may include:
  - 1) Relevant experience
  - 2) Education and training
  - 3) Certifications and licensure
  - 4) Knowledge and use of relevant technology
  - 5) Leadership and command presence
  - 6) Organizational and other skills including verbal and written communication and customer service
  - 7) Competency in technology associated with the position
  - 8) Fitness for duty competency based upon duties in job description
- c. A recruiting strategy should be developed that identifies sources of potential candidates who meet hiring criteria. The strategy may include:
  - 1) Developing relationships with local educational institutions which have healthcare, criminal justice, security programs or other relevant education
  - 2) Participating in relevant job fairs
  - 3) Utilizing professional association networking, social media and career resource tools.
  - 4) Establishing relationships with military and law enforcement organizations

The department and HCF should develop a consistent selection process that adheres to best practice standards of the talent acquisition discipline and assesses the candidate's ability to meet the requirements of the job description.

- d. Processes may include approaches such as:
  - 1) Providing job description and expectations to each candidate invited for an interview
  - 2) Job shadowing opportunity and assessment (this may include existing staff's formal or informal participation)
  - 3) Developing consistent interview questions, preferably behavioral based
  - 4) Use of role play scenarios
  - 5) Identifying consistent, qualified personnel involved in the interview process
  - 6) Developing consistent processes for hiring decisions
  
- e. The pre-employment post offer should include a thorough background screening process, consistent with employment law. It may include the following components:
  - 1) Relevant Criminal Convictions
  - 2) Past employment verification
  - 3) Professional or personal references
  - 4) Confirmation of required education and certification
  - 5) Drug screening
  - 6) Personality or psychological screening or testing
  - 7) Driving records, where applicable
  - 8) Open source information
  
- f. The HCF should maintain appropriate documentation relating to the hiring decision in accordance with local legal and regulatory requirements.



01. Program Administration  
06. Security Personnel Recruiting and Selection

**REFERENCES:**

ASIS International, Protection of Assets Manual:

<https://poa.asisonline.org/Pages/default.aspx>

Society for Human Resources Management (SHRM): <https://www.shrm.org>

**SEE ALSO:**

IAHSS Healthcare Security Industry Guideline 02.02.01, Personnel Onboarding

**Approved:** July 2018