

THE HAQ HIRING ASSESSMENT: FROM GOOD TO GREAT

A Holistic Guide for Employers & High Achievers

"First who, then what—get the right people on the bus." — Jim Collins

Use this scorecard to determine if your hiring and background screening process meets the HAQ Standard. Score each item (1 for Yes, 0 for No).

Is it HUMANE? (The "Third Ear" Test)

Focus: Respecting the whole person and mitigating bias.

- ☐ **The NYS Article 23-A Lens:** Do you evaluate criminal history based on the specific job duties, time passed, and evidence of rehabilitation, rather than using an automatic "No"?
 - ☐ **The Whole-Person Inquiry:** As Jeannette Seibly suggests in *Hire Amazing Employees*, do you use structured interviews and validated assessments to look for "Job Fit" rather than relying on "gut feelings" (which are often just bias in a suit)?
 - ☐ **The Dignity Window:** If a background check reveals a concern, do you provide the candidate a "Fair Chance" (at least 5 days in NYC) to provide context and explain the human story behind the data?
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Is it AFFORDABLE? (The Risk-Prevention Test)

Focus: Narrowly tailoring your process to avoid the "litigation tax."

- ☐ **The "Narrow Tailor" Rule:** Are your background checks strictly limited to what is reasonably needed for the role (e.g., no credit checks for roles without financial authority)?
 - ☐ **The 2026 Compliance Audit:** Have you purged your process of prohibited state-wide credit inquiries and ensured your vendor filters out records sealed under the NYS Clean Slate Act?
 - ☐ **The Accuracy Standard:** Do you use a reputable screening service with human investigators who verify data accuracy, preventing costly errors and unfair rejections?
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Is it QUICK? (The Momentum Test)

Focus: Streamlining the path to a "Yes" while maintaining due diligence.

- ☐ **The Conditional Offer Pivot:** Do you wait to run background checks until *after* an offer is extended, saving time and costs by only screening your top choice?
 - ☐ **The Collins' Efficiency Process:** Do you move with enough speed to secure "A-player" talent before they are snapped up, ensuring your "bus" stays moving toward greatness?
 - ☐ **The Documentation Habit:** Is your process documented so clearly that any internal or external inquiry can be resolved quickly through transparency?
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YOUR HAQ SCORE

- **0–3 (High Risk):** Your process is likely slow, expensive, and cold. You are at high risk for NYS or NYC discrimination claims.
- **4–6 (Good):** You are compliant but missing the "Third Ear" nuance. You're filling seats, but are you building a legacy?
- **7–9 (Great):** You are HAQ Certified. Your process is human-centered and built for the 2026 workplace.