

## SDCRAA HUMAN RESOURCES STANDARDS AND PROCEDURES

Section: **Provisions for At-Will (Exempt/Non-exempt/Unclassified) Employees Only**

Standard: **RECRUITMENT AND SELECTION**

Section #: **J-2**

Effective: September 3, 2008

See Also: Equal Employment Opportunity/Diversity; Compensation Administration; Personnel Actions; Accommodation of Disabled Applicants and Employees; Post-Job Offer/Pre-employment Evaluations; Promotion and Transfer – At Will Employees

### GENERAL STANDARD

Applicants for at-will positions shall be recruited for vacant positions in a manner consistent with the Authority's Equal Employment Opportunity Policies and other relevant state and federal regulations. The Authority shall select candidates whose knowledge, skills, abilities, and other job-related qualifications are best suited to the requirements of vacant positions, and in compliance with all applicable laws and regulations. In selecting and hiring candidates, reasonable accommodations shall be provided to qualified individuals with disabilities.

### SPECIFIC STANDARD

- ❑ Generally all positions authorized to be filled are posted to solicit external candidates, unless a determination is made by the appropriate Vice President, in consultation with the Director, Human Resources or designee, that sufficient qualified applicants are available within the Authority.
- ❑ The Human Resources Department representative shall coordinate all recruitment activities, including advertising for candidates.
- ❑ When an employment agency is used, the agreement for services with the agency is arranged by the Human Resources Department employment representative in conjunction with other Authority staff, as required, before recruitment begins.

- ❑ When an executive search firm is used and a formal written agreement is required, the agreement must be approved by the President/CEO or designee prior to the Human Resources employment representative initiating any formal search activities.
- ❑ All offers of employment shall be made in writing and clearly set forth the title, duties and responsibilities, employment status, and all terms and conditions of employment with the Authority.
- ❑ A job offer will include, as one of its provisions, written notice of the Authority's At-Will Employment Policy. Signature by the new employee shall confirm acceptance of the job offer and acknowledge the conditions of the offer.
- ❑ All selection methods and tools are job-related and require approval by and in coordination with the Human Resources representative. These may include setting requirements for meeting minimum qualifications, assessing relevant training and experience, and conducting job simulation performance testing, work performance evaluations, interviews, etc.
- ❑ Applicants will be invited to request any reasonable accommodation they may require to participate in the hiring process. If requested, reasonable accommodations are considered in the selection process for disabled individuals. Depending on the circumstances, examples of reasonable accommodation(s) may include:
  - Substituting a written test for an interview;
  - Administering a written test in large print or Braille, by a reader or on a computer;
  - Permitting the use of a tape recorder, dictation device, or computer;
  - Providing extra time to complete a test or assessment;
  - Changing the interview site/location.

- ❑ Requests for reasonable accommodations will be evaluated on a case-by-case basis and arranged to meet individual needs as determined by the Authority in accordance with state and federal law.
- ❑ Ultimate responsibility for selection of an individual to fill a vacant position rests with the appointing authority.
- ❑ The Human Resources Department representative shall assist the hiring manager by identifying and referring individuals qualified to perform the duties of the vacant position. The representative administers and scores all employment tests and selection procedures with the exception of department interviews and interprets and discusses test results with management, as appropriate.

## **GUIDELINES**

- ❑ Recruitment will be conducted using approaches that balance the Authority's need to attract a diverse group of highly qualified applicants and considerations of cost effectiveness. Approaches will vary from recruitment to recruitment and may include, as appropriate, employee referrals, review of resumes, participation in job fairs, referrals from placement offices, advertising, networking, and conducting formal recruitment campaigns using outside assistance.
- ❑ Recruitment approaches shall consider the Authority's goal to foster diversity and provide equal employment opportunities to all, including minorities, women, and individuals with disabilities. Recruitment materials will make clear the Authority's commitment to equal employment opportunity and diversity for all.
- ❑ The selection interview is defined as a "test" and therefore subject to federal Equal Opportunity Commission's Uniform Guidelines and state law and regulation. Managers may not ask questions about, or make decisions based on considerations of: sex, marital status, race, national origin, religious affiliation, sexual orientation, age disability, or similar factors as prohibited by state and federal law. Questions regarding a candidate's citizenship, native language, birthplace, arrest records, spouse, childcare

arrangements, pregnancy, general medical condition, receipt of worker's compensation, social organizations, or disabilities are prohibited.

- ❑ Individual assistance in planning, developing, and/or administering interviews can be obtained from the Human Resources department representative.

## PROCEDURES

- ❑ **When a position becomes available, the manager shall complete an Employee Requisition Form, obtain necessary approvals and submit the form to the Human Resources Department representative.**
- ❑ When a decision is made to fill a vacant position, the manager shall consult with the Human Resources Department staff about the availability of qualified candidates in the Authority. It is the Authority's goal to select the best candidate for each position and to offer advancement opportunities to eligible employees whenever possible.
- ❑ In preparing for the recruitment process to fill a vacant position, the Human Resources Department staff shall review with the manager the duties assigned to the position, identify essential job functions and appropriate job requirements, ensure the position description is accurate, and decide upon an appropriate recruitment plan.
- ❑ The Human Resources Department representative shall keep the manager informed of recruiting activities and will manage the recruitment process, including screening applicants, coordinating and scheduling interviews, and providing advice and guidance.
- ❑ The manager shall work with the Human Resources Department representative to determine the knowledge, skill, and ability areas to be assessed during the interview. They shall work together to conduct selection interviews that assess the knowledge, skills, abilities, and work-related personal characteristics needed to perform the essential job functions competently. In the interest of ensuring consistency in the selection process, the manager and the Human Resources Department representative shall develop interview questions to be asked of all

candidates. Interview questions may include open-ended questions that require descriptive answers and follow-up questions, as well as questions about the experience and accomplishments of the candidate. During the interview, it is recommended that a manager take informational notes for reference in evaluating candidates.

- ❑ Should a disabled candidate request an accommodation in order to participate in the selection process, the manager shall contact the Human Resources Department representative *immediately* for assistance in evaluating the reasonableness and appropriateness of any requested accommodation and for determining the appropriate course of action.
- ❑ During candidate interviews, for consistency, the manager shall follow the same interview process unless modifications are made for the purpose of providing reasonable accommodation.
- ❑ Once the appointing authority has selected a candidate, the Human Resources representative will conduct the necessary pre-employment assessments, verifications, and checks. The Director, Human Resources, or designee, generally conducts salary negotiations and prepares the formal employment offer letter.