

	Office of the City Manager Personnel Policy Memorandum	Date of Issue December 12, 2005	Effective Date December 12, 2005	Number PER 301 R- 4
To: Assistant City Managers/Department Directors		Subject: RECRUITMENT AND SELECTION		
Signature: <i>Patrick W. Baker</i> Patrick W. Baker, City Manager				
Comments: POLICY HAS BEEN REWRITTEN PROCEDURES ARE ATTACHED				

I. PURPOSE

In accordance with Article II of the Code of the City of Durham, North Carolina, the City has established a personnel system under the supervision of the City Manager with the intent of conducting a fair and uniform system of personnel administration. Uniform procedures are necessary to ensure the recruitment and selection of qualified persons according to the merit principle of personnel administration and concept of affirmative action.

II. POLICY:

It is the policy of the City of Durham to assure that equal employment opportunity is afforded to all without regard to race, religion, age, sex, handicap, national origin, color, marital status, personal appearance, sexual orientation, family responsibilities matriculation or political affiliation or belief. The City of Durham believes that hiring qualified individuals based on education, experience, knowledge, skills and abilities to fill positions contributes to the overall strategic success of the City. Each employee, while employed, is hired to make significant, positive, contributions to the City of Durham through that employment. In hiring the most qualified candidates for positions, the following hiring process will be used. Detailed hiring procedures, including form letters, are attached and may be changed periodically based on

needs of the organization.

The Director of Human Resources and Department Directors are responsible for ensuring compliance with these hiring procedures and practices.

III. PROCEDURES:

A. Personnel Requisitions

Personnel requisitions must be completed in order to fill vacant positions.

Requisitions must be initiated by the department supervisor/manager and signed by the Department Director (or designee) prior to forwarding to the Human Resources Department. Personnel requisitions should indicate the positions' hours/shifts, status, reason for the opening, position number and desired advertising and should indicate if the job description is current and accurate.

B. Job Postings

Most job openings are posted on the job bulletin and on the City's Intranet and/or Internet website. Department Directors are responsible for insuring that job bulletins are posted on bulletin boards at worksites for employees to review. Jobs remain on the posting until the deadline date, until the first referral is made or longer at management's discretion. Job postings are updated weekly.

C. Internal Transfers

Employees who are full time, temporary with benefits, or part time may apply for internal (City employee only) position vacancies as well as those advertised externally. Completion of the probationary period is not required prior to submitting a request form. Employees must complete the "Internal Request Form". The form should be completed and returned to the Human Resources Department before the closing date for the position or within the first seven calendar days of the job posting. All applicants for a posted vacancy will be considered on the basis of their qualifications. Internal candidates who are not selected for interview will be notified

by the Human Resources Department . Once transferred to a new position, employees will enter into a performance probationary period for the new position.

Recruitment Advertising

Positions are advertised externally and/or internally based upon need and budget requirements. The Human Resources Department is responsible for placing all recruitment advertising. However, payment for advertising is the responsibility of the department in which the vacancy is located. Ads placed by other departments must be reviewed by a Human Resources Department representative prior to placement.

Interview Process

Human Resources staff and the hiring manager will screen applications and/or resumes prior to scheduling interviews. Initial interviews are generally conducted by the hiring manager. Team interviews may be conducted as needed for some positions. Structured interviews (same basic questions to all candidates for a particular position) are required. Follow up questions are allowed and encouraged. Human Resources staff members are available to provide technical assistance in interview question development, assessment center process development and coordination. Interview notes must be maintained by the hiring department for a minimum of three (3) years. The hiring manager or supervisor has ultimate responsibility for making a hiring decision.

Supervisors must notify Human Resources of all interviews conducted by noting that as a part of the justification memorandum. All applications and resumes of applicants not selected will be forwarded to Human Resources for appropriate retention. Human Resources will notify applicants who are interviewed but not selected for each position within seven (7) days following processing of the employment approval form.

Reference Checks, Background Checks, and Drug Testing, Physical Exam

Once a decision has been made regarding interest in hiring an applicant, a conditional offer will be made contingent upon satisfactory completion of reference checks and background checks, physical exam and drug testing. There may be other conditions that are applicable. The hiring manager will check references for all finalists. Release forms and the application form must be completed prior to reference checks beginning. The hiring supervisor will make the conditional job offer and will provide the appropriate information to the candidate for completion of substance abuse testing and physical exam. No testing may occur until an applicant has been given a conditional offer of employment.

Security of Information

The hiring supervisor is responsible for securing information such as Social Security Numbers, birthdates, addresses for individuals which may be received for conducting background checks, educational verification, etc. The hiring supervisor is also responsible for insuring that after the three year period, the information is shredded or otherwise destroyed to reduce the possibility of identity theft.

Confirming Job Offers

Once the hiring supervisor receives satisfactory results from the reference checks, criminal background check, and the substance abuse test, and physical, the hiring manager/supervisor may confirm the job offer with the candidate and notify the Human Resources Department.

Orientation

Employees are required to participate in New Employee Training (NET) in the month in which they are hired or in the next month. In no case should a new employee work beyond two (2) months without receiving the required NET information. New

employees must also be oriented to their particular job and department by the supervisor. Supervisors will complete the “New Hire Checklist” with new employees and complete departmental policy and procedures.

Additional Information

Technical Assistance is available from the Human Resources Department staff.

HIRING PROCEDURES

These procedures may be periodically updated without update of the policy. If procedures are changed, the update will be added to the policy on the INTRANET and will be announced to the organization via an all-user e mail.

Personnel Requisition

Purpose: Notifies HUMAN RESOURCES of a vacancy and the need to advertise for a position

Information needed:

- General information
- Position requirements
- Position description - review if needed (work with Compensation representative to update description prior to advertising, highlight important skills, requirements)
- Reason for vacancy
- Advertising
- Approvals/signatures

Deadline: Monday prior to week to be advertised

Advertising & Job Posting

- Posted on Employment Opportunities Bulletin (paper and online) the Monday after the Personnel Requisition received in HUMAN RESOURCES, unless incomplete, or otherwise indicated by department.
- Advertised in newspapers, professional journals, websites and list-servers based on information provided by department on Personnel Requisition
 - Hiring department is responsible for costs of external advertising

Minimum Timeframe for Advertising & Job Posting

- Entry level - 2 weeks internal & external
 - Laborer, Equipment Operator, Solid Waste Collector, Field Service Representative, Meter Reader, Group Leader, Service Mechanic, Roadworker, Revenue Cashier
- All clerical - 1 week internal prior to posting externally
- Specialized positions - 4 weeks
 - Certified Plant Operator, City/County Inspector, Master Mechanic
- Department directors, assistant/associate directors, division managers, technical positions – 4 weeks
- No advertising necessary for temporary (up to 6 months) and emergency hire (up to 8 weeks)
- Part-time seasonal – 2 weeks external. Summer advertising may be longer period.
- The City Manager may appoint individuals to certain positions at his/her discretion
- Re-advertising
 - No need to re-advertise if position can be filled from register
 - No need for a Personnel Requisition if vacancy occurs within **60** days of initial requisition
 - No need to re-advertise if first person does not accept position or if another position of the same title in the same department becomes available **and** other Acceptable candidates remain available from the same recruitment; Complete a new employment approval form and notify the Human Resources Department prior to extending the conditional job offer.

Registers

Registers will be created for difficult to fill and/or high turnover positions on request by the department:

Some examples are:

- Laborer
- All Equipment Operators
- Solid Waste Collector
- Field Service Representative
- Meter Reader
- Group Leader
- Service Mechanic
- Revenue Cashier
- All Plant Operators
- Inspectors
- Customer Service Representative
- Master Mechanic
- Road worker
- Custodian

Parks & Recreation Registers

- Asst. Aquatic Facility Mgr.
- Aquatic Facility Mgr.
- Cashier
- City Lake Attendant
- Group Leader/Special Populations
- Lifeguard
- Athletic Specialist
- Facility Supervisor
- Scorekeeper
- Group Leader/Schools
- Recreation Specialist
- Roller Rink Attendant

Prescreening of Applications

- All applications and resumes must be received and logged in HUMAN RESOURCES
- An acknowledgement card is sent to each person submitting an application/resume
- Applications that are sent directly to the hiring department must be forwarded to HUMAN RESOURCES
- Staffing representative will screen applications. Those that do not meet the minimum requirements will be rejected; other applications will be grouped (most related qualifications; some related experience/qualifications; etc.)

Referrals

- A Staffing representative will begin screening process within 8 business days of the closing for external positions and within 5 business days for internal positions. This allows all applications to be received via mail, email, fax, walk-ins and input into the database.
- The most qualified applicants will be referred to the department
- Hiring supervisors may request an appointment to review prescreened applications and are encouraged to do so
- If a qualified candidate is not identified in the first process, a staffing representative will make a second referral after receiving all applications from the first referral with a justification memo from the hiring supervisor.

Interviews/Applicant Assessments

- Must be scheduled within 2 weeks of receipt of applications from Human Resources in order to

maximize applicant availability

- All panel/interviews questions must be approved by the staffing representative. HUMAN RESOURCES staff is available to assist with assessment process development and /or interview question development
- Hiring department keeps Staffing Representative informed of status of process
- All assessments are to be job-related
- Ask each applicant the same questions, except for applicable follow-up questions
- Responses/results must be retained for 3 years in the hiring department for records
- HUMAN RESOURCES encourages departments to complete the hiring process in 3-4 weeks maximum

References and Background Checks

- The hiring supervisor may request and check references for all finalists (normally 2-3 top candidates)
 - Finalists must complete a City of Durham Application for Employment form if they have not already done so
 - References are confidential
- Candidates must complete a Certification and Release of Information Form (attached) if hiring supervisor wants to conduct a background check
- The hiring supervisor must ensure that personal information such as social security number etc. is secure and after 3 years is shredded or otherwise disposed of to reduce the possibility of identity theft.

Selection

- All applications must be returned to the Staffing Representative with
 - Employment Approval Form
 - Justification selection / non-selection memo
 - For temporary (up to six months) and emergency hire (up to 8 weeks) the employment approval form must be submitted. For emergency hires a signed emergency hire form must be submitted indicating both Budget and Human Resources Departments' approval of the emergency hire
- A Staffing representative will verify information in justification memo, sign and return golden rod color copy when employment is approved
- HUMAN RESOURCES will send out "Thank you for interview" memos to all candidates **who were interviewed but not selected** once a job offer has been accepted.

Job Offers

- Upon receipt of approval by the Staffing representative, the supervisor can make the job offer orally and then in writing
- Job offers may be made on Mon, Tue, Wed so that candidates will have 48 hours to go to RTOHS to complete the drug test (4:00 p.m. Wed) and schedule the pre employment physical with EHS
- The hiring supervisor should obtain and complete a pre-employment packet (physical requirements and working conditions) and give it to the candidate
- The candidate must complete medical and occupational histories and take packet to EHS (Employee Health services) at the time of the pre employment physical
- A signed copy of the job offer letter (format attached) must be attached to the Personnel Action Form (PAF) and application (all should be forwarded to the Staffing Representative).

Hiring

- The hiring department should complete and submit or input the PAF so that new employee is paid at the closest pay day to his/her date of hire
- Contact the Human Resources representative to verify that new employee is registered for New Employee Training (NET) Orientation
- Ensure that new employee attends NET
- Ensure that departmental orientation is conducted within two weeks of hiring date

JOB OFFER LETTER Approved format. Additional information may be added as necessary.

Dear :

We are pleased to formally offer you the position of _____ at a beginning salary rate of _____/yr. This position is

- Full time regular
- Full time temporary with benefits
- Part time/temporary for up to _____(time period)__. Payment is for hours worked only

The City is an at-will employer. Acceptance of this letter is no guarantee of employment. This letter is neither an expressed nor implied contract and does not entitle an employee to continued employment or benefits.

This position is offered to you conditionally upon your successful completion of the physical and substance abuse testing required by the City. As we discussed by telephone on _____, there is a 48-hour time limit on reporting for the drug screen.

Your first day of employment is scheduled to be _____. You are required to participate in the new employee orientation training (NET) that begins on _____. You will be contacted regarding the time and location of this activity.

Please report to _____, on _____.
Supervisor name date

In _____ .at _____ am/pm
location

Feel free to contact me if you have questions/concerns.

Please sign and date this letter and return a signed copy to me to indicate your understanding of the information in this letter and your acceptance of the position. A signed copy of the letter will be placed in your personnel file in the Human Resources Department.

We are looking forward to working with you as a part of the team.

Sincerely,

Your signature

date

cc: Human Resources - personnel file

CITY OF DURHAM NORTH CAROLINA
INFORMATION CERTIFICATION AND RELEASE
FOR CURRENT CITY EMPLOYEES ONLY

I _____ hereby authorize the City of Durham
(Employee's name - - printed)

to release the following information to _____
(agency or individual)

EMPLOYEE MUST CHECK AND INITIAL ALL THAT APPLY

- All information in my personnel file
- Last performance evaluation comments and ratings
- References that I supply or that are developed by the above referenced agency/individual
- Other information (please specify) _____

I understand that public information from my file is available in accordance to G. S. 160A-168 without authorization from me.

I authorize the above indicated information be used for evaluating my suitability for another position with the City of Durham.

_____/_____
Employee signature/date

CITY OF DURHAM NORTH CAROLINA

AUTHORIZATION FOR RELEASE OF PERSONAL INFORMATION



I am an applicant for a position with the City of Durham, North Carolina. In order to determine my suitability for employment, I understand that the City of Durham, North Carolina must make a thorough investigation of my personal and employment history.

Therefore, I, _____, DOB _____, Social Security # _____, do hereby request and authorize any bank, credit union, lending or financial institution, former or present employer, educational institution, insurance company, governmental agency, criminal and civil courts, certification or licensing commission, military organization, and any other individual or agency to produce and provide copies of any and all information pertaining to me to any authorized agent of the City of Durham, North Carolina whether said information is of a public, private, privileged or otherwise confidential nature.

Subsequent to any conditional offer of employment, I further request and authorize any physician or other physical or mental health care professional, any hospital or other physical or mental health treatment facility, including any substance abuse treatment facility, or other repository of medical records to produce and provide copies of any and all information pertaining to me to any authorized agent of the City of Durham, North Carolina whether said information is of a public, private, privileged or otherwise confidential nature.

Moreover, I hereby release the City of Durham, North Carolina, its employees and agents from any civil or criminal liability whatsoever for seeking such requested information and for evaluating such information as it relates to my employment with the City of Durham. And, I hereby release the issuing agency, its employees and agents from any and all liability for damages of whatever kind, which may at any time result because of compliance with this authorization and request.

I further waive all right to inspect or review any information compiled in reference to my application for employment to the extent allowed by law. I hereby acknowledge that this authorization is valid for one (1) year from the date of my signature.

I have read and fully understand the above statements. A copy of this document is considered as valid as the original.

Applicant's Address _____

Applicant's Signature

Applicant Name – Printed

Applicant Telephone #

Date

