



LEWIS AND CLARK COUNTY POLICY

Subject: Recruitment and Selection	Policy No: 1.2.4
Approved:	Effective Date: Aug. 1, 2015 Revised Date: 05/31/17

I. Policy Statement

The County will conduct competitive recruitment and selection processes in accordance with accepted personnel practices for all Regular and Seasonal status positions other than promotions, or emergency situations. The County will comply with non-discrimination and Equal Employment Opportunity guidelines when recruiting and selecting job candidates.

II. Applicability

All Lewis and Clark County employees.

III. Definitions

None.

IV. Directives

A. Competitive Recruitment and Selection Policy

1. The County will conduct competitive recruitment and selection processes in accordance with accepted personnel practices for all Regular and Seasonal status positions other than promotions, or emergency situations. The County will comply with non-discrimination and Equal Employment Opportunity guidelines when recruiting and selecting job candidates.

B. Competitive Recruitment and Selection Process – General

1. Competitive recruitments will be designed to ensure that selection is made from the best-qualified candidates who have applied for the position. Wherever possible and appropriate, County employees will receive consideration for competitive positions within the County. The County Human Resource Director, Human Resource Department staff and the department staff member designated to oversee recruitment will have joint responsibility for handling the duties and responsibilities associated with competitive recruitments.

C. Competitive Recruitment and Selection Process Guidelines

1. Competitive recruitment guidelines will be followed for all Regular and Seasonal status position unless the Human Resource Director has granted a waiver altering the process. The Human Resource Director must determine that any alteration meets the stated policy objectives of Policies 1.2.1 and 1.2.3. Promotions, transfers and temporary assignments are covered separately in Policy 1.2.5.

D. Initiating a Competitive Recruitment Process (Internal and External)

1. The competitive recruitment process begins when an elected official/department director submits a completed Recruitment Authorization Form to the Human Resource Director (or designee) to fill a vacancy. The request should include a letter of resignation from the employee currently in the position or other substantiation that the position is vacant. Either the elected official/department director or employee vacating the position may submit a copy of the resignation letter. The Recruitment Authorization Form must include all the required signatures before the recruitment process can begin.
2. In the case of a newly created and budgeted position, the recruitment process will begin when the elected official/department director notifies the Human Resource Director that the position is authorized through the budgetary approval process and submits a Recruitment Authorization Form.
3. The elected official/department director will also designate a hiring authority. The hiring authority may be the elected official/department director or the elected official/department director's designee. The hiring authority is responsible for managing the recruitment and selection process together with Human Resource Department staff.
4. In all recruitments, the elected official/department director (or designee) will meet with the Human Resource Director (or designee) to review or revise the Position Description Questionnaire (PDQ). Following a review of the PDQ, the

Human Resource Director (or designee) will review or revise the job description to establish minimum qualifications, status, and pay for the position.

5. After the job description has been reviewed and revised, the elected official/department director (or designee) will meet with the Human Resource Director (or designee) to set application deadlines, advertising schedules and proposed date of hire based upon adopted budgets.

E. In-house (Internal) Competitive Recruitment Guidelines

1. In consultation with the Human Resource Director, the elected official/department director will determine whether it is appropriate to initiate a separate in-house recruitment process. Wherever possible, the department head and the Human Resource Director should attempt to determine whether a sufficient number of well-qualified in-house candidates exist to justify a separate in-house recruitment.
2. Only employees who have previously been selected through a competitive recruitment process may be considered for competitive internal recruitments. All Regular status employees will be eligible to apply for posted positions open to in-house recruitment except in those situations where a collective bargaining agreement imposes limitations on applicant eligibility. Seasonal status applicants must be in an active pay status during the posting period in order to apply for a position as an in-house applicant. Temporary and Short-term status employees will not be considered for in-house recruitments unless they have been selected through a competitive recruitment process.
3. The hiring authority will work with the Human Resource Director (or designee) to develop a schedule of recruitment activities.
4. The Human Resource Director (or designee) will develop a job-posting announcement based on information from job description. Human Resource Department staff will circulate the job posting to County departments.
5. The in-house posting period will last for at least five (5) working days unless a ratified collective bargaining agreement requires a posting period of a longer duration.
6. Prior to closing the position for applications, the hiring authority will develop application screening criteria and submit criteria to the Human Resource Director (or designee) for approval. The criteria will be based on job-related criteria derived from the job description. Criteria will include the following:
 - a. minimum qualifications; and
 - b. essential education, knowledge, skills, and abilities required for the position.

7. The screening criteria must be included in the Application Scoring Criteria Form and will be provided to the Human Resource Director (or designee) for review and approval prior to release of application materials.
8. Prior to closing the position for applications, the hiring authority will develop interview questions and sample answers. The hiring authority must submit interview questions and sample answers to the Human Resource Director (or designee) for review and approval prior to scheduling interviews. The hiring authority should develop questions and sample answers prior to the close of the application period whenever possible.
9. The hiring authority will propose an interview committee and will submit the proposed committee to the Human Resource Director (or designee) for approval. Interview committees will be composed of representatives from both genders and will include representatives from the different levels of the County organizational hierarchy. At least one member of the panel will come from outside the department. In order to avoid scheduling conflicts, the hiring authority should propose the interview committee early in the recruitment process.
10. At the close of the application period, the Human Resource Director (or designee) will collect and organize applications for evaluation (screening). The list forwarded to the department will contain the following:
 - a. a list (the Applicant Evaluation Form) of all applicants whose applications were received by the deadline posted for the vacant position; and
 - b. identification of the applicants with those who claim eligible veteran or disability preference noted. Preference points or consideration will be assessed as part of the candidate evaluation process.
11. If the application screening criteria and questions are approved and the application period has closed, the Human Resource director (or designee) will release the application to the hiring authority for screening.
12. The hiring authority and at least one other person will screen the applications, using the job-related criteria that were discussed and agreed upon in consultation with the Human Resource Director (or designee). Upon request by the hiring authority, the Human Resource Department staff may perform the applicant screening. Application screeners will enter application scores on the Applicant Evaluation Form supplied by the Human Resource Director (or designee).
13. With the completion of the application screening process, the hiring authority will transfer the applications, Applicant Evaluation Forms, and other materials used to screen the applicants to the Human Resource Director (or designee) for review. At the same time, the hiring authority will provide the Human Resource Director (or designee) with a list of candidates recommended for structured

interviews. In consultation with the Human Resource Director (or designee), the hiring authority may elect to interview some, all, or none of the in-house applicants.

14. The Human Resource Director (or designee) will review the results of the screening prior to arranging interviews. The Human Resource Director may reject an applicant if:
 - a. the applicant does not possess the minimum qualifications or equivalent for the advertised position; or
 - b. the applicant is not among the best-qualified applicants in the applicant pool based on application screening criteria; or
 - c. the applicant submitted application materials after the closing date.
15. After the review is completed, the Human Resource Director (or designee) will return application materials to the hiring authority for candidate interviews.
16. The hiring authority will contact applicants and set up interviews unless other arrangements are made.
17. The interview committee will conduct structured interviews of best-qualified candidates based on the results of the application screening process. In addition, the department may administer approved validated written examinations for prospective applicants if the position so requires. Test materials will be submitted to the Human Resource Director for review and inclusion with other recruitment materials. The Human Resource Department staff must approve all testing materials, including interview questions, prior to use.
18. At the conclusion of the interview process, the hiring authority will provide the Human Resource Department staff with a written hiring recommendation and a rationale for the recommendation. At the same time, the hiring authority will forward all paperwork associated with recruitment, including but not limited to applications, scoring sheets and interview notes, to the Human Resource Director (or designee).
19. The Human Resource Director (or designee) will review the interview materials and then authorize the recommendation.
20. The Human Resource Director (or designee) may disqualify applicants for any of the following reasons:
 - a. the Human Resource Director (or designee) determines that the applicant has provided false information on the application; or
 - b. the applicant has established an unsatisfactory performance record that demonstrates unsuitability for the position.

21. If requested by the hiring authority, the Human Resource Department staff will conduct reference checks on best-qualified candidate(s). With approval by the Human Resource Director (or designee), the hiring authority may conduct reference checks. Human Resource Department staff must approve forms and questions used for reference checks. Documentation collected during reference checks will be forwarded to the Human Resource Director (or designee) for review.
22. The Human Resource Director (or designee) and the hiring authority will discuss the results of reference checks before deciding to move forward with a job offer. If the reference check raises concerns about a candidate, the hiring authority may recommend the next best-qualified candidate for further consideration. Alternatively, the hiring authority may choose to consider the next tier of applicants in the applicant pool or re-open the position for recruitment.
23. The Human Resource Director (or designee) and the hiring authority will discuss and agree upon the pay rate for the new hire before the verbal offer is made. Starting pay offer will follow County pay rules. The hiring authority will complete the Hiring Justification Form and submit it to the Human Resource Director (or designee).
24. With the acceptance of the department's recommendation by the Human Resource Director (or designee), the hiring authority will contact the successful candidate to verbally offer the position and negotiate pay and start date. Alternatively, the hiring authority may request the negotiating services of the Human Resource Director (or designee). No offer may be tendered prior to the Human Resource Department staff authorization. The hiring authority will complete a New Hire Information Form and submit it to the Human Resource Director (or designee).
25. With the acceptance of the verbal offer, the Human Resource Director (or designee), or the hiring authority under advisement of the Human Resource Director (or designee), will draft and send a letter to the applicant selected for the position outlining the job title, wage, date of hire, and other pertinent information. The successful applicant will be directed to sign and return the letter to the Human Resource Department. The original will be inserted in the personnel file and a copy will be inserted in the recruitment file. The hiring authority will complete a New Hire Information Sheet and forward it to the Human Resource Director (or designee).
26. A department may require a post-offer physical, psychological test or background investigation, subject to relevant state and federal laws. Prior consultation with the Human Resource Director and County Attorney is required.

27. The hiring authority will contact all applicants who were interviewed after the selection process is complete. The Human Resource Director (or designee) will notify all other applicants in writing after the selection decision has been made.
28. Any candidate may contact the Human Resource Department staff with questions or concerns about the selection decision at the conclusion of the process.
29. The elected official/department director, with consent of the Human Resource Department staff, may decide to open the position up to outside applicants and consider the in-house applicants together with the external applicant pool.

F. Out-of-House (External) Competitive Recruitment Guidelines

1. If the hiring authority decides, in consultation with the Human Resource Director, to expand the applicant pool beyond internal candidates, or elects to advertise for both internal and external candidates simultaneously, the Human Resource Director (or designee) will publicize the position vacancy by sending or posting position vacancy notices to the following:
 - a. standard postings:
 - i. County web site;
 - ii. local Montana Workforce Office/website;
 - iii. advocacy organizations for historically under-represented groups; and
 - iv. any other organization that seeks to place itself on the Human Resource Director's mailing list with prior approval of the Human Resource Director.
 - b. optional postings (upon request):
 - i. newspapers; and
 - ii. other appropriate publications, including non-local newspapers and professional journals.
 - c. Human Resource Department staff will circulate the job posting announcement to County departments for posting.
2. Out-of-house competitive positions will remain open for at least two (2) weeks.
3. The hiring authority will work with the Human Resource Director (or designee) to develop a schedule of recruitment activities.
4. Prior to closing the position for applications, the hiring authority will develop application screening criteria and submit criteria to Human Resource Director (or designee) for approval. The criteria will be based on job-related duties derived from the job description and will include the following:
 - a. minimum qualifications; and
 - b. essential education, knowledge, skills and abilities required for the position.

5. The screening criteria must be included on the Application Scoring Criteria Form and will be provided to the Human Resource Director (or designee) prior to release of application materials.
6. Prior to closing the position for applications, the hiring authority will develop interview questions and sample answers. The hiring authority must submit interview questions and sample answers to the Human Resource Director (or designee) for review and approval prior to scheduling interviews. The hiring authority should develop questions and sample answers prior to the close of the application period whenever possible.
7. The hiring authority will propose an interview committee and will submit the proposed committee to the Human Resource Director (or designee) for approval. The interview committee will be composed of representatives from both genders and will include representatives from different levels of the organizational hierarchy. At least one member of the committee will be from outside the department. In order to avoid scheduling conflicts, the hiring authority should propose the interview committee early in the recruitment process.
8. At the close of the application period, the Human Resource Director (or designee) will collect and organize applications for evaluation (screening). The list forwarded to the department will contain the following:
 - a. a list (the Application Scoring Form) of all applicants whose applications were received by the deadline posted for the vacant position; and
 - b. identification of the applicants with those who claim eligible veteran or disability preference noted. Preference points or consideration will be assessed as part of the candidate evaluation process.
9. If the application screening criteria and questions are approved and the application period has closed, the Human Resource Director (or designee) will release the application to the hiring authority for screening.
10. The hiring authority and at least one other person will screen the applications, using the job-related criteria that were discussed and agreed upon in consultation with the Human Resource Director (or designee). Upon request by the hiring authority, the Human Resource Department staff may perform the application screening. Application screeners will enter application scores on the Applicant Scoring Form supplied by the Human Resource Director (or designee).
11. With the completion of the application screening process, the hiring authority will transfer the applications, Application Scoring Forms and other materials used to screen the applicants to the Human Resource Director (or designee) for review. At the same time, the hiring authority will provide the Human Resource Director (or designee) with a list of candidates recommended for structured

interviews. In consultation with the Human Resource Director (or designee), the hiring authority may elect to interview some, all, or none of the applicants.

12. The Human Resource Director (or designee) will review the results of the screening prior to arranging interviews. The Human Resource Director may reject an applicant if:
 - a. the applicant does not possess the minimum qualifications or equivalent for the advertised position; or
 - b. the applicant is not among the best-qualified applicants in the applicant pool based on application screening criteria; or
 - c. the applicant submitted application materials after the closing date.
13. After the review is completed, the Human Resource Director (or designee) will return application materials to the hiring authority for candidate interviews.
14. The hiring authority will contact applicants and set up interviews unless other arrangements are made.
15. The interview committee will conduct structured interviews of best-qualified candidates based on the results of the application screening process. In addition, the department may administer approved validated written examinations for prospective applicants if the position so requires. Test materials will be submitted to the Human Resource Director for review and inclusion with other recruitment materials. Human Resource Department staff must approve all testing materials, including interview questions, prior to use.
16. At the conclusion of the interview process, the hiring authority will provide the Human Resource Director (or designee) with a written hiring recommendation and rationale for the recommendation. At the same time, the hiring authority will forward all paperwork associated with recruitment, including but not limited to applications, scoring sheets and interview notes, to the Human Resource Director (or designee).
17. The Human Resource Director (or designee) will review the recruitment materials and then authorize the recommendation.
18. The Human Resource Director (or designee) may disqualify applicants for any of the following reasons:
 - a. the Human Resource Director (or designee) determines that the applicant has provided false information on the application; or
 - b. the applicant has established an unsatisfactory performance record that demonstrates unsuitability for the position.
19. Human Resource Department staff will conduct reference checks on best-qualified candidate(s). With approval by the Human Resource Director (or designee), the hiring authority may conduct reference checks. Human Resource

Department staff must approve forms and questions used for reference checks. Documentation collected during reference checks will be forwarded to the Human Resource Director (or designee) for review.

20. The Human Resource Director (or designee) and the hiring authority will discuss the results of reference checks before deciding to move forward with a job offer. If the reference check raises concerns about a candidate, the hiring authority may recommend the next best-qualified candidate for further consideration. Alternatively, the hiring authority may choose to consider the next tier of applicants in the applicant pool or re-open the position for recruitment.
21. The Human Resource Director (or designee) and the hiring authority will discuss and agree upon the pay rate for the new hire before the verbal offer is made. Starting pay offer will follow County pay rules. The hiring authority will complete the Hiring Justification Form and submit it to the Human Resource Director (or designee).
22. With the acceptance of the department's recommendation by the Human Resource Director (or designee), the hiring authority will contact the successful candidate to verbally offer the position and negotiate a start date. Alternatively, the hiring authority may request the negotiating services of the Human Resource Director (or designee). No offer may be tendered prior to the Human Resource Department staff authorization. The hiring authority will complete a New Hire Information Form and submit it to the Human Resource Director (or designee).
23. With the acceptance of the verbal offer, the Human Resource Director (or designee), or the hiring authority under advisement of the Human Resource Director (or designee), will draft and send a letter to the applicant selected for the position outlining the job title, wage, date of hire, and other pertinent information. The successful applicant will be directed to sign and return the letter to the Human Resource Department. The original will be inserted in the personnel file and a copy will be inserted in the recruitment file. The hiring authority will complete a New Hire Information Sheet and submit it to the Human Resource Director (or designee).
24. A department may require a post-offer physical, psychological test or background investigation, subject to relevant state and federal laws. Prior consultation with the Human Resource Director and County Attorney is required.
25. Any County employee who has been dismissed for cause will not be re-employed without the written authorization of the Human Resource Director.
26. Unless other arrangements are made, the Human Resource Director (or designee) will contact all applicants who were interviewed after the offer is accepted. The Human Resource Director (or designee) also will notify all other

applicants in writing after the selection decision has been made. Any candidate may contact the Human Resource Department staff with questions or concerns about the selection decision at the conclusion of the process.

27. If no satisfactory candidate is found to fill the position, the hiring authority, in consultation with the Human Resource Director (or designee), may elect to reopen the position.

G. Emergency Recruitment Situation

1. Only the Board of County Commissioners may declare an emergency recruitment situation through a resolution of the Board. In the event that an emergency situation is declared, the Commission will specify a recruitment procedure. As far as is practical, the specified procedure will adhere to competitive recruitment guidelines.

H. Employee Orientation

1. During the first day on the job or as soon as is practical thereafter, the elected official/department director or the Human Resource Director (or designee) will brief each new employee on:
 - a. required forms (I-9, health plan enrollment, MPERA, general contact information);
 - b. County and department policies and procedures that affect the job, including safety policies;
 - c. Department structure, goals, and objectives;
 - d. equipment and tasks required for position, including safety equipment;
 - e. benefits and compensation offered by the County;
 - f. payroll deductions; and
 - g. location of legal notices regarding wage and hour regulations, unemployment insurance, workers' compensation coverage, FMLA and EEOC protections.
2. The elected official/department director or the Human Resource Director (or designee) will provide the new employee with necessary payroll and benefit enrollment forms.
3. New Regular and Seasonal status employees will be given a copy of the personnel policy manual. New employees who enroll in the County health plan will receive a copy of the summary plan document or health plan document.

V. **Closing**

Provisions of this policy will be followed unless they conflict with negotiated labor contracts which will take precedence to the extent applicable.

Questions concerning this policy should be directed to the Human Resource Department.

VI. **References**

None

VII. **Attachments**

None