Chapter 3
Recruitment and Selection

Section 1 Policy Statement/Equal Opportunity Employment: We endeavor to recruit and select the best qualified people for positions in the County's service. We conform to all the laws, statutes, and regulations concerning equal employment opportunities and affirmative action. We strongly encourage women, minorities, individuals with disabilities and veterans to apply to all of our job openings. We are an equal opportunity employer and all qualified applications will receive consideration for employment without regard to race, religion, pregnancy, color, national origin, ancestry, disability, military or veteran status, sexual orientation, sex, age (except where sex or age is a bona fide occupational qualification), Genetic Information and Testing, Family & Medical Leave status, arrest or conviction records, or any other characteristic protected by law. We prohibit retaliation against individuals who bring forth any complaint, orally or in writing, to the employer or the government, or against any individuals who assist or participate in the investigation of any complaint or otherwise oppose discrimination.

The Employee Resources Director shall be responsible for initiating and coordinating all recruitment activities necessary to meet current and projected staffing needs. The recruitment program shall be tailored to number and type of positions to be filled and to labor market conditions. Special emphasis shall be placed on recruitment efforts to attract minorities, women and other groups that are under-represented in the work force.

The Employee Resources Director, through the development and administration of job related selection procedures, shall be responsible for the overall coordination of the employee selection process. The selection process shall maximize reliability, objectivity and validity through a practical assessment of applicant attributes necessary for successful job performance and career development. The selection procedure shall also provide promotional opportunities as well as open competitive opportunities at all levels of County employment.

The appointment of an eligible candidate to a vacant position shall be made by the appointing authority or his/her designee. Appointing authority is defined as the department head who has the authority to appoint and remove individuals to and from positions in the County service.

Section 2 Recruitment Process: The Employee Resources Director shall develop and conduct an active recruitment program designed to meet the County’s current and projected human resource needs. Recruitment shall be tailored to the position to be filled and directed to sources likely to yield a diverse pool of qualified candidates.
A. **Job Announcements:** Job announcements shall include the following:

1. Class title.
2. Salary range.
3. Statement relative to the duties and responsibilities of the classification.
5. Application deadline.
6. Minimum qualifications for the position.
7. Screening and evaluation procedures.
8. Other information concerning recruiting, evaluation, and placement.

B. **Union Postings:** Where job posting is required by a labor agreement, notice of the job opening will be posted in designated places for positions represented by the bargaining unit.

C. **Promotional Opportunities:** Promotional recruitments may be conducted in an effort to encourage upward mobility. Applicants for promotion must possess the qualifications as set forth in the job posting for the class for which promotion is sought. Regular County employees are eligible to apply.

   Applicants who meet the posted qualifications may be evaluated based upon a review of formal written performance appraisal documents and through other formal processes. Subsequent to this evaluation process, the appointing department head may select an employee for promotion.

D. **Open Competition:** The Employee Resources Director shall direct recruitment efforts to outside sources; these may include, but are not limited to the following:

2. Post on Marathon County's website and other job boards, etc.
3. List with community agencies encouraging them to refer qualified persons who are under-represented in the County's work force.
4. List with targeted disabilities resource agencies.

5. Advertisement in area newspapers.

6. Advertisement in regional/national newspapers or professional journals when area coverage may not provide a reasonable number of qualified applications.

E. Eligibility Lists: We may conduct recruitments from time to time to establish eligibility lists for classifications that become available regularly within the County system. Individuals wishing to make application for future openings must do so during the open recruitment period. Applications are screened and kept on file and used to fill openings in this classification for a period of time determined by the Employee Resources Director.

F. Application Form: All applications for employment shall be made through the on-line application system or forms prescribed by the Employee Resources Director.

G. Disqualification of Applicants: The Employee Resources Director may disqualify any application if the applicant:

1. Has knowingly falsified the application.

2. Has been convicted of a crime which is substantially related to the duties or responsibilities of the position.

3. Is not within legal age limits prescribed for the position or for County employment.

4. Has an unsatisfactory employment record or has engaged in personal conduct which indicates unsuitability for the position or employment with the County.

5. Does not meet the minimum qualifications established for the position.

6. Is physically or mentally unable to perform the essential functions of the position with or without reasonable accommodations.

7. Has failed to adequately complete the required application materials.
Section 3  

**Selection**: The selection process shall assess attributes necessary for successful job performance at the full performance level of the position as well as career potential.

A. **Selection Devices**: The Employee Resources Director is responsible for determining methods to be used to screen applicants for job vacancies. In developing the selection devices, the Employee Resources Director may confer with department heads, consultants, and others familiar with the knowledge, skills and abilities required and devices to best measure these factors. Such methods or devices may include, but need not be limited to, one or more of the following:

1. Review of education, training and experience as shown on the application and other supplemental materials.
2. Job related written, computerized or oral tests, work samples or performance tests.
3. Physical tests of strength, stamina or dexterity necessary for the job.
4. Drug and alcohol testing [see Section 4(F) of this Chapter].
5. Background and reference inquiries.

B. **Notification of Applicants**: Each person submitting an application will be notified of their status.

C. **Notification of Final Interviewed Applicants**: Each of the final applicants who are interviewed and not hired shall be given proper notice in writing from the department conducting the interviews or the Employee Resources Department.

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**Hiring**: 

A. **Screening**: The Employee Resources Department shall screen or assist the hiring manager with screening employment applications in relation to the qualifications for the position.

B. **Interviews**: The hiring manager in consultation with the Employee Resources Department may select a team to interview candidates. Final candidates may be required to take additional assessments and departments shall conduct reference checks.

C. **Offer of Employment**: The hiring manager may orally offer employment to the candidate that best fits the department's needs. Hiring manager
shall consult with Employee Resources Department regarding rate of pay for new hires (See Chapter 5, Section 9-A). Employee Resources Department shall issue the selected candidate a written offer of employment. When a post-offer medical, drug and alcohol screen and/or psychological exam is required, the offer of employment shall be conditioned upon successful completion of the exam/screen.

D. Post-Offer Medical and Psychological Exams: Post-offer medical and psychological exams, when conducted, will be scheduled after a written offer of employment has been made and before the selected candidate actually starts work.

1. **Purpose:** The purpose of a post-offer medical and/or psychological exam is to:
   - Determine whether the selected candidate can perform the essential functions of the job.
   - Determine whether the selected candidate can perform the essential functions without endangering the safety of him or herself, other employees or the public.
   - Determine if and how the position may be restructured to accommodate the physical limitations and/or medical condition of the selected employee to allow him/her to perform the essential functions of the job.

2. **Procedure:** The following procedure will be used for determining when a post-offer medical exam will be conducted:
   - A "Statement of Job Requirements" is completed for positions by the hiring manager.
   - The completed assessment and other information about the job is reviewed by the Employee Resources Department to determine whether the job duties:
     - Involve moderate to heavy lifting or other similarly strenuous activity;
     - Require the use of personal protective equipment which necessitates a medical assessment to ensure safe operation;
     - Raise public health concerns (e.g. food preparation, contact with medical supplies, etc.).
- Require that the candidate have good mental and emotional health because of the vulnerability of the clients and the potential for abuse;
- Involve work in noise exposure.

- When the Employee Resources Department determines that a post-offer medical evaluation will be conducted, the offer of employment shall be conditioned upon successful completion of the medical exam, and:
  a) The medical and/or psychological examination will be required of all selected candidates in that job classification;
  b) The information gathered from the exam will be treated as a confidential medical record;
  c) The assessment procedures utilized will be job-related;
  d) The results of the exam will be used in a manner consistent with the Americans with Disabilities Act and any other laws which protect against discrimination on the basis of disability.

- Findings of the post offer medical and psychological assessment will be reviewed by the Employee Resources Department. The psychological assessment shall be reviewed by the hiring manager. When necessary, efforts will be made to reasonably accommodate an employee with a physical or mental disability so that he/she can perform the essential job functions. If a reasonable accommodation cannot be made, the Employee Resources Director shall notify the selected candidate of this decision and withdraw the conditional offer of employment.

If a candidate is dissatisfied with the report of the physical or psychological examination, s/he may be reexamined by another physician or licensed psychologist selected by the County at the candidate’s expense.

E. Criteria for Consideration of Reasonable Accommodation: The following factors shall be considered in determining whether a reasonable accommodation exists for a selected candidate:
• The nature and extent of the disability of the selected candidate.

• The number of persons employed by the hiring department in the same or a similar position classification.

• The geographic location(s) in which work is performed.

• The nature and cost of the accommodation needed to perform the essential job functions.

• The financial resources of the department and the governmental program.

• The impact of the accommodation on the operation of the department and the County.

• The interests and desires of the selected candidate and his/her expressed willingness to pay for all or part of the necessary accommodation, if the accommodation would represent an undue hardship on the County.

F. **Drug Testing:** Applicants for the certain positions may be required to submit to a drug screen after a conditional offer of employment has been made. A positive drug screen may form the basis for disqualification of the applicant. If the drug test results indicates a negative-diluted specimen, the candidate will be required to submit to another test paid by the County. The second test must show a negative result or the applicant will be disqualified.

Section 5 **Transfer of Benefits:** Regular employees transferring from one department to another covered by this manual may be given credit for length of employment in the first department as it relates to eligible benefits.

Section 6 **Reinstatement:** An employee who separates in good standing may be reinstated to a position in the same classification without participating in the recruitment process if the employee is appointed within two (2) years after terminating service and meets the current minimum qualifications (including post-offer medical requirements). With prior approval of the Employee Resources Director, the employing department may reinstate an employee up to the same salary the employee was at when s/he previously terminated employment. The reinstated employee will have a new hire date which applies to eligible benefits and leaves. Reinstated employees may be required to serve a new introductory period.
Section 7  **Introductory Period:** New employees shall serve a one (1) year introductory period. During this time, employees will have an opportunity to get acquainted with their new jobs, fellow employees and County government. Likewise, supervisors will be observing new employees to determine aptitude for the work, how conscientiously they carry through the work assigned, their attitude toward co-workers, their record of punctuality and attendance, and all other areas of total job performance.

Supervisors will inform employees of their progress on the job and will review County policies and practices during the introductory period. Completion of the introductory period does not guarantee continued employment of any specified period, nor does it modify or change the employee’s at will status.

Section 8  **Unfair Advantage Practices Prohibited:** County officers and employees are prohibited from seeking any unfair advantage for any applicant for County employment or attempting to unduly influence any department head in the selection for County employment.

If any County officer or employee attempts to seek any unfair advantage or attempts to unduly influence any department head in the selection for County employment, such department head is directed to immediately report the same to the Human Resources Committee.

Alleged violations of this policy shall be investigated by the Human Resources Committee and appropriate action will be taken.

Section 9  **Nepotism**

A. Department heads are prohibited from hiring a person related to them for County employment.

B. No person shall be employed, promoted, or transferred to any department, division, or work unit when as a result s/he would be directly supervising or receiving direct supervision from a related person.

C. Related person shall mean spouse, parents, children, siblings, uncle, aunt, nephew, niece, grandparents, grandchildren, father-in-law, mother-in-law, stepchildren, stepparents, and any person sharing the employee's residence.

Section 10  **Mandatory Background Checks for Positions Which Require a Commercial Drivers License:**

The selection process to fill a position which requires a Commercial Drivers License (CDL) shall include a background check to obtain information regarding
any positive drug/alcohol test results (including refusals) from prior and current employers within the preceding two (2) years.

The mandatory background check shall be completed by the Employee Resources Department as soon as possible after hire but no later than 30-days after the driver initially performs safety sensitive functions.

If it is determined that the job candidate has tested positive or refused a drug/alcohol test in the past, efforts will be made to determine:

- Did the job candidate comply with referral, evaluation and treatment obligations?
- Did the job candidate comply with any return to duty or follow-up testing requirements?

A final decision on the status of a job candidate who either tested positive or refused an alcohol/drug test shall be made by the appointing authority after consultation with the Employee Resources Director.

Section 11 Standards For Evaluating Driving Record: During the initial recruitment process for a position requiring travel, the following standards are used for evaluating driving records:
# STANDARDS FOR EVALUATING DRIVING RECORD

<table>
<thead>
<tr>
<th></th>
<th>WITHIN 12 MONTHS OR LESS</th>
<th>WITHIN 13 TO 36 MONTHS</th>
<th>WITHIN 37 TO 60 MONTHS</th>
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<tbody>
<tr>
<td><strong>Excellent</strong></td>
<td>Clear driving record</td>
<td></td>
<td></td>
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<tr>
<td><strong>Good - no more than:</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>One accident or moving violation</td>
<td></td>
<td>One accident or moving violation</td>
</tr>
<tr>
<td><strong>Acceptable - no more than:</strong></td>
<td>One accident or moving violation and no other violation in five years</td>
<td>One accident or moving violation</td>
<td>Two accidents or moving violations</td>
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<tr>
<td><strong>Marginal - no more than:</strong></td>
<td>Two accidents or moving violations</td>
<td>Three accidents or moving violations - OR - One major or statutory violation (OWI/Reckless Driving/Hit and Run/Homicide/Fleeing/Suspension) - AND - no other accidents or violations</td>
<td></td>
</tr>
<tr>
<td><strong>Unacceptable</strong></td>
<td>Two accidents or moving violations - OR - One major or statutory violation (OWI/Reckless Driving/Hit and Run/Homicide/Fleeing/Suspension)</td>
<td>Three accidents or violations - OR - One major or statutory violation (OWI/Reckless Driving/Hit and Run/Homicide/Fleeing/Suspension)</td>
<td>More than three accidents or moving violations - OR - More than one major or statutory violation (OWI/Reckless Driving/Hit and Run/Homicide/Fleeing/Suspension)</td>
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1. Applicant whose license has been suspended or revoked must have a one-year violation-free record to receive consideration.

2. Employees who occupy positions that require a valid driver’s license must immediately report any loss or suspensions of their driver’s license to their immediate supervisor.

3. Applicants who do not meet the standards and have property damage may be contacted to provide a copy of the corresponding accident report.

4. Deputy Sheriff must meet the Sheriff’s Department driving standards.