

Recruitment and Selection

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1.0 POLICY

The employment goal of the Town of Carolina Beach is to attract and retain the most suitable applicant for each position. Employees will be appointed to full time, part-time and temporary positions without regard to race, gender, religion, age, political affiliation, national origin, sexual orientation, physical or mental disability or genetic information except where certain physical and mental requirements are Bona-fide Occupational Qualifications (BFOQ).

2.0 PURPOSE

The Town recognizes that a knowledgeable, skilled workforce provides the most effective services for the citizens. The purpose of this policy is to affirm the Town's commitment to the selection of personnel based on merit to help ensure a competent and diverse workforce. Decisions on employment are based on qualifications, experience and suitability for the job. To achieve this, the Town's employment process is a consistent, structured competitive process.

There are also a number of Federal and State laws that govern the employment process including Title VII of the Civil Rights Act of 1964, The Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act of 1990, the Immigration Reform and Control Act of 1986 and the Genetic Information Nondiscrimination Act of 2008. This policy explains the rules and process the Town follows when selecting employees to ensure compliance with applicable laws and policies.

3.0 SCOPE

This policy applies to all Town of Carolina Beach positions. The rules and processes for different types of positions differ slightly and those differences are outlined in this policy.

4.0 DEFINITIONS

- 4.1 Benefit-Eligible - Full time and part-time employees who are eligible for coverage and participation in the Town's benefit programs in addition to legally mandated coverage. See **policy on Position Types**
- 4.2 Temporary Employee - An employee assigned to a position designated roster, seasonal temporary, or special project.
- 4.3 Hiring Official - The departmental individual designated to manage the recruitment and selection process for a vacant position, usually a manager, or director.
- 4.4 Minimum Qualifications - The essential requirements necessary to perform the duties of a position.
- 4.5 Preferred Qualifications - The qualifications that are in addition to the minimum qualifications that are desirable and enhance the ability to effectively perform the duties of the position.
- 4.6 Screening Criteria - Knowledge, skills, abilities, education and experience needed to perform the duties of a position. These criteria are used when initially reviewing applications to determine if an applicant is qualified for consideration.

- 4.7 Town Job Board - The listing of available Town vacancies, updated on an as needed basis when new vacancies are submitted. Position vacancies available to the public as well as employees are posted on the Town's website and bulletin boards in areas easily accessed by all employees. Position vacancies available only to Town employees are available on the Town's internet site and should be printed and posted for employees without access to a computer.
- 4.8 Town-Wide Internal Hiring Process - A hiring process where the position vacancy is advertised only to current Town employees. This process is used when a diverse pool of qualified applicants already exists within the Town. This process allows a Town employee an opportunity for promotion or to make a lateral career move.
- 4.9 External Hiring Process - A hiring process where the eligibility to apply is open to anyone. This process is used when the department wants to see a broad number of applicants or if the qualified internal applicant pool is limited in number or diversity.
- 4.10 Temporary Hiring Process - A hiring process by a special external advertisement process used for temporary positions such as roster or seasonal. Screening of applications is usually conducted by the department rather than the Human Resources Office.
- 4.11 Interns - Individuals completing specified course requirements and assigned to a department for a defined period of time. Placements may be paid or non-paid, dependent on the availability of funds.
- 4.12 Executives – Positions of Town Manager, Assistant Town Manager and Department Director.

5.0 ORGANIZATIONAL RULES

- 5.1 All Town positions will be filled on a competitive basis. The specific process will be determined by the hiring official in consultation with the Human Resources Office and will be based on the skill level of the position, the anticipated pool of qualified applicants and how they can be recruited, the diversity of the current workforce and other bonafide occupational requirements.
- 5.2 All Town vacant benefited positions, including promotions approved to be filled, will be advertised. All positions will be advertised for a minimum of three days. In cases where the position requires specialized knowledge, skills, abilities or experience, the advertisement period may be longer.
- 5.3 All applicants for Town positions will complete an application except in cases where an outside search firm is used for a recruitment process and may require only a resume. When an outside search firm is used, the successful candidate for the position will complete a Town application form during the hiring process.
- 5.4 The Town only accepts applications for positions which are vacant and being advertised. The Town does not accept resumes in lieu of applications but resumes may be attached to the application. Additional supplemental attachments may be required for some positions.
- 5.5 The Human Resource Office will accept all applications for all positions. The Human Resource Office will conduct an initial screening for all full time and part-time positions and may assist with temporary positions as needed.
- 5.6 If a recruitment for a specific position or type of position within a given work unit has been conducted recently (typically within the last three months) and another like position vacancy occurs, the hiring official has the option to consider additional candidates from that application process without additional advertising. This will be an option only if there is a sufficient pool of qualified and diverse applicants remaining from the previous recruitment.

- 5.7 As a result of contracting for services, mergers or reductions in force, the Town may grant former employees the right to participate in internal selection processes for a period of time after leaving Town employment. See **Policy on Reduction in Force**.
- 5.8 In some circumstances, and as determined by the Town Manager, the rules regarding the Recruitment and Selection process may be suspended to accomplish a more important Town objective. For example, to avoid a layoff when a position needs to be eliminated, the incumbent may be moved into another position without advertisement or a competitive process. See **Policy on Reduction in Force**.

6.0 PROCEDURES

- 6.1 The Human Resources staff is available to assist hiring officials at any point in the recruitment or hiring process. Hiring officials are encouraged to work with the Human Resource Officer for assistance in determining qualifications, screening criteria, advertising with outside media sources and advice about interviewing, checking references or conducting background reviews.
- 6.2 Hiring Process-Full Time and Part-Time Employees Including Promotions
 - A. When a department is prepared to recruit for a vacancy the hiring official will contact Human Resources for a review of the vacancy. In addition, the department should indicate to Human Resources whether the position should be advertised for internal candidates only or externally to the public. The information should also include any requested advertisement media beyond the Town Job Board. If the department wants to advertise the vacancy only for an internal Town-wide posting, the hiring official must discuss the process with Human Resources to determine if there is a sufficient diverse pool of qualified potential applicants.
 - B. The Human Resource Office staff will collaborate with the hiring official to insure that advertised requirements for a position are job related and can be equitably applied. If requested, the staff of the Human Resources Department will assist in recruiting qualified applicants for the advertised position.
 - C. During the advertisement period, the Human Resources Office will receive all applications for the advertised position.
 - D. At the end of the advertisement process, the Human Resource Director will review the applications screening for the criteria the hiring official included in the requisition.
 - E. After the screening, the Human Resource Director will forward the group of candidates who appear to be most suited for the position, based on the screening. The size of the group will be determined based on the number of qualified candidates and the number of candidates the hiring official wants to interview for the position. The hiring official normally must interview (by telephone or in person) all the candidates that are referred to him. If telephone interviews are used initially, follow-up personal interviews should be conducted with candidates under further consideration. If a hiring official believes a referred candidate is not qualified, he should contact the Human Resource Director to discuss this and determine whether or not a questionable candidate needs to be interviewed.
 - F. The Department Director must authorize all hiring decisions.
 - G. The hiring official is responsible for managing the interview and final selection process including reference checks.

H. Hiring officials must return all applications to the Human Resources Office. The Human Resources Department is responsible for the retention of these records.

- 6.3 Temporary Hiring Process - The temporary hiring process is for seasonal temporary positions. Applications are received and referred to the department without screening. The hiring official should follow a structured screening process to reduce the number of applicants interviewed or should interview all the applicants. The Human Resources Office is available, upon request, to advise the hiring official on a structured screening and/or interview process.
- 6.4 Interns - The Town's intern program will be managed through the Human Resources Department in coordination with Town departments and schools. Procedures, forms and record-keeping requirements are available from Human Resources Department.
- 6.5 Executive Recruitment – The recruitment process for this category will be determined by the Town Council for the position of Town Manager and other positions that report directly to Town Council or by the Town Manager or his designee for all other positions designated within this category. The process may be managed by various resources including internal staff within the Human Resources Department and/or external consulting firms. The final decision for selection rests with the Town Council for the Town Manager and other positions that report directly to Town Council and with the Town Manager for all other designated positions. The terms of employment will be finalized during the selection phase of the process and included in the final offer confirmation document. The terms for these positions may include an adjusted annual leave accrual to be commensurate with years of relevant experience of the appointee and allowances for expenses associated with the hiring process and relocation where applicable. Additional terms will be at the discretion of the Town Council for the Town Manager and others that report directly to Town Council and at the discretion of the Town Manager for the other positions designated in this category.

7.0 APPENDIX, APPENDICES

None