

## C. RECRUITMENT AND SELECTION

### GENERAL POLICY

It shall be the policy of Scott County to recruit and select the most qualified candidates. Recruitment and selection shall be conducted in an affirmative manner to ensure open competition, provide equal employment opportunity and prohibit discrimination based on non-merit factors.

### SCOPE

This policy is applicable to the following:

All employees responsible to the Scott County Board of Supervisors;

All employees responsible to a county elected office holder providing the appropriate elected office holder and the Board of Supervisors have certified its applicability;

All employees not directly responsible to either the Board of Supervisors or an elected office holder and whose governing body and the Board of Supervisors have certified its applicability.

Whenever the provisions of this policy are in conflict with the Code of Iowa, or with a collectively-bargained agreement between the County and a certified bargaining unit, the provisions of the collectively-bargained agreement and/or the Code of Iowa will prevail.

### APPROVAL TO FILL VACANCY

When a vacancy exists in a regular County position, or a department is made aware of an impending vacancy, the department head shall submit to the Human Resources Department an on-line request to fill such vacancy prior to the commencement of any recruitment or selection process.

The Board of Supervisors must approve the filling of any position vacancy prior to the selection of an individual to fill such vacancy. Requests to fill position vacancies will be submitted to the Board at a regularly-scheduled meeting, and deadlines for submission shall be the same as those established for submission of other Human Resource-related items.

So as not to cause undue delay in the recruitment and selection process, the County Administrator may authorize initiation of the recruitment process prior to consideration by the Board. In addition, the County Administrator shall provide a recommendation to the Board relative to the filling of any regular position vacancy.

The Board's approval is not required on positions that become vacant within 90 days of previous Board approval, however, the on-line request form shall be completed to notify the Human Resources Department of the need to begin recruitment efforts.

### **ACTING APPOINTMENT**

When a vacancy occurs in a position which, from the standpoint of the County's business, cannot be left vacant for the period of time necessary to conduct a recruitment and selection process, the department head, with the approval of the County Administrator, may appoint a current employee to fill the vacant position in an acting capacity. The duration of such an appointment shall be only until a permanent appointment subject to standard recruitment procedures can be made. Normally, acting appointments will not exceed three months.

### **RECRUITMENT PROCESS**

The Human Resources Department, in conjunction with the hiring department(s), shall conduct an active recruitment program designed to meet current and projected staffing needs. In an effort to minimize delays in filling vacancies previously submitted employment applications on file will be reviewed to recruit and select qualified candidates. Recruitment efforts (including advertisements) will be tailored to the type of position(s) being filled and will be directed to all sources likely to yield qualified candidates. Particular effort will be made to reach qualified minority and female candidates in accordance with the County's EEO policy (See Policy B).

Except as provided below under the section entitled "Promotional Opportunities", all regular County vacancies shall be posted and open to the public for a minimum of seven (7) calendar days. Job announcements will be developed by the Human Resources Department and distributed electronically to all County departments and other relevant recruitment sources. Announcements shall summarize the primary duties of the position, the standards for initial consideration and the application deadline.

Application for regular County employment must be made through the on-line application process. In order to be considered for an open position, all application material must be received in the Human Resources Department prior to the posted application deadline.

The recruitment process for temporary and/or seasonal staff shall be at the discretion of the hiring department with assistance from the Human Resources Department as requested.

### **PROMOTIONAL OPPORTUNITIES**

In the interest of providing promotional opportunities for current employees, a department head, in consultation with the Human Resources Director, may elect to restrict the recruitment process to individuals currently employed in a regular County position. Announcements of such vacancies shall be posted for a minimum of five (5) working days. Applications for promotional opportunities must be made through the on-line application process. If a suitably qualified candidate is not found through a promotional only listing, the Human Resources Department shall conduct an outside recruitment process as outlined above.

### **MANAGERIAL RECRUITMENT**

In the interest of attracting the most qualified candidates available for managerial openings, the County will reimburse the following expenses to finalists for regular County positions rated at 350 Hay points or above:

1. Each management candidate requested to come to Scott County from outside the Quad-City metropolitan area will be reimbursed for reasonable expenses incurred for lodging, transportation, and meals in compliance with Policy T.
2. The County will underwrite the cost of movement of employee, family members and household goods by commercial carrier at an agreed upon amount for each newly-appointed management group member.
3. As may be necessary, the cost of temporary lodging will be underwritten by the County for each newly-appointed management group member up to a maximum of thirty (30) calendar days.

4. The County may reimburse selected management group candidates from outside the Quad-City metropolitan area, reasonable expenses for transportation and lodging for a trip to the area for the purpose of locating housing.

## **SELECTION PROCESS**

The screening and selection process for a regular County position shall be determined jointly by the hiring department head in consultation with the Human Resources Director. Selection devices and/or techniques used to screen and select applicants must, in all cases, be directly related to the position being filled. It is understood that the hiring department head has authority to make the final selection decision.

Normally, the Human Resources Department will conduct the initial screening process for regular County positions and refer the best qualified applicants to the hiring department for further consideration. Such screening will compare the requirements and qualifications established for the open position to the relevant education, training and work experience of each applicant. Upon request, the hiring department may review the application material of any or all applicants included in a selection process.

Aside from the screening process, selection techniques may include (as appropriate to the position being filled) verbal interview, reference checks, written exams, medical exams, physical agility testing, background investigations, performance evaluations and other measures considered relevant to the job and reliable as a predictor of performance.

Online screening (including but not limited to "googling" the applicant or reviewing their social media sites) of applicants may only be conducted by Human Resources personnel or Sheriff deputies with specialized training and in consultation with Human Resources. Hiring supervisors or managers are prohibited from conducting any online screening. Online screening will only be conducted after candidates are screened for possible interviews and shall be conducted on all applicants at that stage of the recruitment process. Online screening is limited to actions relating to the following activities: criminal convictions, job skills, work experience, work habits, activities in conflict with the position sought, communication skills or unique factors bearing upon the applicant's employability. Deputies and Correctional Officers applicants with social media sites are required at the conclusion of their polygraph test to permit a deputy in their presence to examine the site for any illegal activities or those that would make the individual unsuitable or unfit for employment. Applicants shall not be required to provide their

personal passwords at anytime. Staff conducting online screening shall include "google" name search, local media sites, online court records for convictions relevant to the position and make a general record of additional sites used to screen the applicant. All reasonable attempts shall be made to verify the accuracy of any disqualifying information obtained. All relevant information to the decision making process shall be retained with any applicant files. Any information related to protected classifications or activities shall not be shared with hiring supervisors or managers.

Following an offer of employment the County may require a medical and/or psychological evaluations. Successful completion of such test may be a condition of an offer of employment. The Human Resources Department will be available to assist the hiring department during all phases of the selection process to ensure that adequate screening and selection procedures have taken place (including reference checking) prior to the hire of any new employee into a regular County position.

### **ELIGIBILITY ROSTER**

In the interest of conducting efficient recruitment efforts and minimizing delays in filling position vacancies, the hiring department head and the Human Resources Director may elect to establish eligibility rosters for those job classifications or occupational areas in which there are regular and recurring vacancies.

An eligibility roster is defined as a list of candidates who have completed a selection process, except for medical and/or psychological evaluations, and have been certified as eligible for employment in the classification for which the roster was established. Normally, an eligibility roster will be in effect for no more than one (1) year from its initial effective date.

### **CIVIL SERVICE COMMISSION**

As may be requested by the Scott County Civil Service Commission, the Human Resources Director shall assist the Commission in conducting recruitment and selection procedures for Civil Service positions in the County Sheriff's department pursuant to Chapter 341A of the Code of Iowa.

### **EMPLOYMENT OF RELATIVES**

It is the policy of Scott County to prohibit the employment of a relative of an

elected official, department head or any other supervisory employee in an organizational unit over which the supervisory employee exercises jurisdiction or control.

The term "relative" as used in the above paragraph shall include the following relationships: father, mother, son, daughter, sister, brother, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, step-father, step-mother, step-son, step-daughter, step-brother, step-sister, half-brother, half-sister.

### **PRE-EMPLOYMENT PHYSICAL EXAMINATION**

A pre-employment physical examination is required for those County positions that are considered to be physically active on a regular basis or that, on occasion, may require rigorous physical activity. The purpose of this examination is to verify that the individual selected is capable of performing the physical requirements of the job without undue risk of injury to him or herself, fellow employees or the general public.

This requirement for a pre-employment physical examination shall apply to all potential new hires for positions identified as physically active as well as to current employees in non-physically active positions who seek transfer or promotion to a physically active job. Only the top candidate in each selection process will be required to submit to a physical exam.

For those positions requiring a pre-employment medical exam, the hiring department must make a formal offer of employment prior to the physical exam. Successful completion of the exam may be a condition of the offer of employment. If the candidate does not meet the physical requirements of the job, as determined by the County and its medical examiner, and is considered to be disabled, the job will be reviewed. Consideration shall be given as to what functions of the job are essential and whether or not job restructuring is possible to make the job available to the candidate, before the candidate is excluded from the job.

In recognition of an individual's right to privacy, all physical examination records shall remain in confidential, separate and secure files within the Human Resources Department. Only that information considered to be directly job-related will be made known to the hiring department.

The Human Resources Department, in consultation with all County departments, will maintain a list identifying jobs for which a pre-employment

physical examination is required. Examinations will be scheduled by the County at no cost to the individual.

### **PROBATIONARY PERIOD**

The probationary period shall be regarded as an integral part of the screening and selection process and shall be utilized for closely observing the employee's work during the initial period following his/her appointment to a new position.

Any individual who is appointed, transferred and/or promoted to a regular County position shall be required to successfully complete a probationary period of six (6) calendar months. If an individual is placed in a regular part-time County position, the probationary period may be pro-rated in relation to the total number of hours worked if considered necessary by the hiring department and approved in advance by the Human Resources Director.

An employee may be removed from a position at any time during the probationary period, if, in the opinion of the department head, the employee is unable or unwilling to perform the duties of the position satisfactorily. Employees removed from a position or dismissed from employment during a probationary period do not have access to the grievance procedure.

In the event an employee is transferred and/or promoted into a new position and subsequently fails to successfully complete the probationary period, the employee may be demoted into his/her previous or similar classification, provided such position is available, or may be placed on a priority rehire list for positions for which the employee is qualified.

The Human Resources Department shall notify the hiring department approximately one (1) month prior to the scheduled expiration of an employee's probationary period. The department head will notify the Human Resources Director whether he/she desires to continue the employee in the position. A probationary period may be extended by the department head, with approval of the Human Resources Director, up to an additional six (6) months if deemed necessary to adequately evaluate the employee's ability to effectively perform the job.