

HIRING PROCESS GUIDELINES

LOTT Alliance and AFSCME Local 618-0

2005

HIRING PROCESS GUIDELINES

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HIRING PROCESS GUIDELINES 2005

INTRODUCTION

The following are guidelines developed by members of AFSCME Local 618 and LOTT Alliance management on how the hiring process will be conducted for bargaining unit positions. Labor Management Committee members are:

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The purpose of this Task Force was to make improvements to the recruitment and selection process consistent with the LOTT Alliance's Administrative Guidelines and the AFSCME Labor Agreement, the goals of the LOTT Alliance and the Uniform Guidelines on Employee Selection Procedures (federal guidelines).

The project objectives were that the hiring process must:

1. Better promote workforce diversity,
2. Establish clear processes that are open and competitive to eliminate perceptions of subjectivity, cronyism and nepotism, and
3. Promote greater opportunities and avenues for employees to advance in the organization.

While these guidelines are specific to the Operations and Maintenance, it is hoped that they will be helpful throughout the Alliance.

WHO'S RESPONSIBLE?

STEPS	WHO'S RESPONSIBLE	WHO'S INVOLVED
Job Design (What are the job duties and what should the pay be?)	Section Supervisor	
Process Design and Material Development	Section Supervisor	Staff Other Section Managers
Hiring Request (approvals)	Section Supervisor	
Implement Recruitment Plan (getting the word out; getting applicants)	Section Supvs (posting, discussing with crews)	Section Supervisor
Implement Selection Process (gathering information)	Section Supervisor	Leads Staff Stakeholders (outside of O&M) Neutral 3 rd party References
Applicant Communication	Section Supervisor	Secretarial Staff
Job Offer (approval, pay)	Section Supervisor	
Probationary Period	Section Supervisor	Leads Crew

HOW TO TREAT JOB APPLICANTS

1. Conducting a fair process

- a. The process will be conducted in such a way as to not discriminate against any applicant on the basis of age, sex, race, creed, color, national origin, sexual orientation, marital status, or the presence of any physical, mental or sensory disability.
- b. All applicants will be treated fairly and applicants can expect that they will be evaluated on their knowledge, skills and abilities.
- c. Processes will be competitive. There will be no pre-selected applicant.
- d. Applicants will be treated respectfully; they will be listened to, allowed to present themselves in the best possible way, responded to fairly.
- e. Criteria will be identified based on needs of the job, not the qualifications of a pre-selected applicant(s).

2. Maintaining confidentiality

- a. Job applicant information (applications, applicant responses, interview results, etc) will not be shared with any person other than the person(s) responsible for our involved in the process.
- b. Internal applicants are encouraged to inform their supervisor that they are (or have) applied for another job. The supervisor or other staff will not retaliate in any way toward employees who apply for other jobs.
- c. Management will stop any gossip or rumors surrounding a recruitment process.
- d. Selection materials (rating guides, questions, results) will be handled in a responsible and confidential manner.

3. Establishing timeframes and targets.

In most cases there will be a specific date by which applications must be received. This will be clearly communicated to potential applicants.

4. **Distributing and posting job announcements.**

Internal Posting

- a. Announcements will be posted on:
 - intranet
 - e-mail
 - bulletin boards
 - job line
 - announced at crew meetings
 - internet
- b. Communicate to all employees, especially new employees, where they can find out information about jobs.
- c. It is management's responsibility to post job announcements. A person should be clearly assigned responsibility for posting announcements in a timely manner.
- d. It is the employee's responsibility to seek out/look for this information.

External Posting

- a. Jobs will be announced on:
 - internet
 - newspaper
 - targeted communities
 - occupational communities
 - job line
- b. Time will be spent on designing a recruiting strategy and marketing plan. Plan should include:
 - communication tools
 - targeted audience
 - budget resources
 - who will be responsible
 - philosophy
 - what we're trying to achieve

5. **Providing information about the job and the LOTT Alliance.**

- a. Information about the job and the LOTT Alliance, including general benefits information, will be included with application materials.
- b. Applicants who are to be interviewed will receive additional information to include job description, LOTT Alliance and Alliance philosophy statement, expectations, strategic planning information, and other appropriate information.
- c. Give applicants tours if appropriate.
- d. Always save time in the interview for candidates to ask questions.

6. **Acknowledging that an application has been received.**

All applicants including internal applicants will be mailed a postcard acknowledging that their application had been received. Postcard will include the next step in the process, general timing, when the applicant can expect to hear from the LOTT Alliance next, and the name and phone number of a person to contact if they have questions.

7. **Communicating the applicant's status throughout the process.**

- a. The next step in the process, including a timetable, will be communicated at each step in the process. For example, at the close of the interview, the applicant should be told what the next step will be and when he/she will be contacted.
- b. Applicants no longer being considered will be notified at the conclusion of each step in the process.

8. **Informing applicants after a hiring decision has been made.**

- a. Internal finalists who were not selected will be offered a debriefing by the responsible supervisor. A neutral party may be present and determined on a case-by-case basis. The responsible supervisor will prepare for the debriefing with a personnel analyst. It should be made clear that the debriefing is not an appeal of the hiring decision.
- b. External applicants who were interviewed will be contacted by telephone. If requested, the responsible supervisor will provide reasons for not being selected.

- c. No general announcements about who was selected will be made until all internal applicants have been informed.

EMERGENCY TEMPORARIES

1. An emergency is the immediate need for a worker that can't wait for a competitive process. Examples of such emergencies are:
 - Short-term workload demands created by unexpected job vacancies, projects not planned for or injured workers.
 - Weather or disaster situation where a large number of added employees are needed to respond or recover.
 - Technical expertise not currently available on staff and where the need was not planned.
2. Emergency hiring will not be used to avoid the use of a competitive process. If bringing on an emergency hire to temporarily fill a vacancy, the process for filling the regular vacancy should be concurrent.
3. "Word of Mouth" recruiting for emergency hires will be used as a last resort and only after all other appropriate resources have been explored. Appropriate resources might include current job application pools, Employment Security, union hiring halls, temporary agencies, other public agencies, and internal reassignment. Management will look into making arrangements with temporary agencies and developing mutual aid agreements with other public sector agencies for emergency needs.

CROSS-TRAINING

The goals of cross-training are to:

- Learn new skills with the objective of career development.
- Contribute to employee ability to meet minimum qualifications for a desired job.
- Test-drive a different job.
- Provide workload flexibility

To accomplish these goals, the following guidelines should be followed.

1. All cross-training opportunities must have verifiable financial resources and must be able to handle operationally.

2. Must submit a modified hiring request. The hiring request must include the training objectives of the opportunity and the specific start and end dates or duration of a specific project.
3. The employee and supervisor must develop a career development plan and have it in place before the employee is eligible for a cross-training opportunity.
4. There will be an abbreviated recruitment and selection process for these opportunities. The process will included announcing the cross-training opportunity, asking employees to express interest, using appropriate tools in the selection process.

PLANNING TO FILL A VACANCY

One of the most critical steps in the recruitment and selection process is planning. A number of critical decisions are made at this point.

The system output statement is: “The LOTT Alliance will hire the person who best meets the demands of the job and the needs of the LOTT Alliance.” To achieve this output the following questions should be considered by the person responsible:

Questions to Determine Job Demand	Questions to Determine LOTT Alliance Needs
What knowledge is required to perform the job?	How can this vacancy be used to fulfill diversity needs?
What skills are needed to perform the job?	What are the customer service needs?
What abilities are needed to perform the job?	What are the values this hire needs to support (customer service, safety, team integrity, creativity, etc.)
Of all of these things, what is absolutely essential? In other words, an applicant can have all kinds of skills, but if they don't have this particular one, they can't be considered. These will become the minimum qualifications	What are the success factors for this position? What are the 2 or 3 most important qualities or abilities the applicant must have to succeed in this particular job?
	What will make this recruitment and selection process a success?

Internal or External Recruitment

1. There needs to be a process to determine if there are qualified and interested internal applicants. This process does not currently exist; however, career development planning is something the strategic planning process is working on. The group felt that the creation of career plans for employees could be the mechanism for fulfilling this guideline. One concern raised was that of favoritism – would the career planning effort encourage favoritism.
2. There needs to be 3 or more qualified and interested applicants to do an internal only recruitment. Qualified means both technical and job performance.
3. If diversity does not exist internally in the applicant pool, the LOTT Alliance may consider conducting an external recruitment process.
4. Consider the value to be placed on direct LOTT Alliance LOTT Alliance experience for this job.
5. Entry-level jobs will generally be external recruitments.

Criteria

1. There will be criteria established prior to the position being posted.
2. Criteria will be more than just the minimum qualifications.
3. Criteria will be based on the success factors and performance standards for the job. The qualities and abilities that should be part of the criteria for any position are:
 - a. Successful applicants must have an inclusive attitude.
 - b. Successful applicants must be able to collaborate with others and seek out new ideas. Collaboration means give and take, overcoming differences, working toward a shared goal.
 - c. Successful applicants must demonstrate a respect for diversity.
 - d. Successful applicants communicate with and treat people respectfully.

Selection Tools

1. Tools must be appropriate for the position.
2. The environment must be comfortable for applicants in order for applicants to best demonstrate their knowledge, skills and abilities.
3. Selection tools will be selected based on the pre-established criteria and not on a pre-selected applicant.
4. Will use the minimum tools possible to make a good hiring decision.
5. Tools should be user friendly from interview panel/evaluator point of view.

Who's Involved

1. Persons involved will be those that model the same success attributes regarding inclusiveness, diversity and respect required of all successful applicants.

2. Persons who have a direct interest (e.g. the supervisor) in the outcome should be on the panel.
3. Persons who have a more objective or a less vested interest in the outcome should be on the panel (outside the division).
4. Panel should be comprised of diverse persons (race, gender, etc.)
5. When possible and where practical, the panel should be comprised of persons who do not know or who have little knowledge of the persons being interviewed.

RECRUITMENT AND OUTREACH

The purpose of outreach is to raise awareness and develop long term relationships. Recruitment is short-term with the intent of identifying interested applicants for a position.

Outreach

1. Outreach efforts should be targeted to underrepresented and non-traditional groups. When feasible, we should use employees of like groups to participate.
2. Where possible, positions should be opened at entry-level. Human Resources will work with the union and Alliance to establish a progression where one exists.
3. The following are ideas that the LOTT Alliance should consider as resources become available:
 - a. Allow employees to serve as instructors, mentors and attend job fairs on LOTT Alliance time in such areas as:
 - Just Hire One
 - Work First
 - Community Colleges and Technical Colleges
 - New Market
 - Veteran's Administration
 - b. Offer workshops on how to apply for LOTT Alliance jobs
 - c. Create targeted internships.
 - d. Contact WETREC at Green River Community College.
 - e. Explore an apprenticeship program
 - f. Create a targeted public relations campaign
 - g. Use break time during Board Meetings to talk about job opportunities.
 - h. Create an image (branding)

Recruitment

1. Follow-up with outreach contacts when there is an active job opening. Include application packets and a contact person.)
2. Use more than one resource to get information out.

- There should be consistent locations on where people learn about job openings.
 - Consider advertising all jobs citywide in a weekly display ad in the newspaper.
 - Target mailing if appropriate; keep the mailing list up-to-date.
 - Explore changing the look of the materials – approach it as a marketing tool.
3. Remove as many barriers as possible to encourage people to apply, including making job applications more readily available.
 4. Make “recruitment” a high priority discussion in the planning phase.
 5. Length of the recruitment needs to be appropriate to the position being filled and the labor market conditions.

SELECTION AND INFORMATION GATHERING

1. Selection tools are chosen based on the pre-established criteria and should be appropriate to the job. There are many kinds of selection tools. The following are some examples.
 - a. Role plays
 - b. Town meetings
 - c. Technical paper/pencil tests; parts identification
 - d. Skills/practical tests; hands-on demonstration of skills
 - e. Resumes, supplemental questionnaires
 - f. Interviews both formal and informal; tours
 - g. Phone interviews
 - h. Reference checks
 - i. Background check; driving record; drug check; credit check; formal records (background checks should only be used if appropriate to the job)
 - j. Medical evaluations; pre-employment drug screen (we do not currently do these; if you want to, you must discuss first with Human Resources)
 - k. Physical ability or physical capacity (we do not currently do these; if you want to, you must discuss first with Human Resources)
 - l. Polygraph tests (illegal, except in very specific situations. You must discuss first with Human Resources).
 - m. Psychological, personality or temperament tests. (Will not be used for bargaining unit positions.)
2. We desire for applicants to have the best opportunity to do their best and compete on their own merit. To that end the environment should be comfortable and as many barriers as possible should be removed. Some tips on making applicants comfortable are:

- a. Room set up – avoid the standard panel where panel is on one side and the applicant on the other. Use round tables where available or balance the panel around a rectangular table. Consider the environment most suitable for the job.
 - b. Greet applicants at the front door. Prepare the reception staff by informing them of the schedule and asking them to make the applicant comfortable with coffee, water, and restrooms.
 - c. Minimize the waiting. Communicate with the applicant if you are running behind.
 - d. Take care of personal needs (food, beverage, and restrooms).
 - e. Use name tents for the panel.
 - f. Consider using smaller panels.
 - g. Communicate in advance what the applicant can expect.
 - h. Panel that actively listens and attends (non-verbal communication).
3. Psychological tests or similar assessment devices will not be used as a selection tool.
 4. Persons evaluating the data will be as diverse and objective as possible. To the degree possible and where appropriate different people should be involved from one recruitment to the next.
 5. Panelists will be well prepared for their responsibility. They will be briefed on the process, the criteria, the job, the LOTT Alliance’s hiring philosophy (e.g. diverse workforce) and any state/federal rules about the kinds of inquiries that can and cannot be made. should be involved in the briefing where possible; otherwise work with the department to assure that this information is effectively communicated.
 6. Panels should use an interview and evaluation style appropriate to the position.
 7. Panelists/evaluators should take notes and be willing for applicants to view them.
 8. Supervisors need to be trained before they conduct a selection process. This training should be offered on a regular basis and should emphasize the significant responsibility for this process. Need to develop a list of trained supervisors.

DECISION-MAKING

Decision-making in a hiring process involves taking all the information collected about job applicants and determining the person to hire. In making this decision, the responsible supervisor and manager should consider the following:

1. Pause and reflect on what will make this an effective hiring decision.

2. Assess strengths and weaknesses. “What do I need that I don’t have that will strengthen the team?”
3. Assess based on pre-established criteria and needs.
4. Ask: how can I make this decision and also meet the goals and policies of the LOTT Alliance?
5. It is okay to decide not to hire someone from the pool if applicants don’t fully meet your needs. Explore with what to do next if this happens.
6. Be clear about your decision making process; be clear about the output you want from the panel(s).

PREPARING AND SUPPORTING SUPERVISORS FOR THIS RESPONSIBILITY

Instrumental in the end result of a hiring process is the responsible supervisor and manager’s knowledge of and skill in carrying out the recruitment and selection process. The following guidelines are offered as things management can do to prepare and support supervisors for this responsibility.

1. Develop a “Staffing Handbook” that includes the guidelines, policies, job descriptions and other essential information needed by supervisors in hiring staff.
2. Conduct training for supervisors with follow-up reviews.
3. Conduct a debriefing following a hiring process – what went well? What should we do different next time?
4. Prepare a checklist of the process. The checklist would be submitted as part of the hiring request.
5. Use available resources and the expertise of
6. Incorporate expectations of supervisors for hiring into performance evaluations.

INITIAL ORIENTATION AND EVALUATION PERIOD

Every employee comes to work for the LOTT Alliance wanting to do a good job and be successful. The Initial Orientation and Evaluation Period exists to support this natural motivation. This period of time is considered as a continuation of the hiring process. It is designed to provide guidance and support to new employees to help them be successful. It provides clear expectations and an opportunity to learn the job and learn from mistakes. The person hired needs to not only know what success looks like but also that you think he/she will be really successful. To fulfill this philosophy, the following guidelines are offered:

1. Focus on orientation and welcoming a new employee. Consider assigning a mentor.
2. Provide a clear job description with specific expectations.

3. There will be no surprises at the conclusion of this period; communicating successes and concerns through this period is essential.
4. Supervisor will meet with a new employee at least once a month to review progress. This is two-way communication about job performance, challenges, work environment, support needed, meeting expectations, accomplishments.
5. Don't wait to give feedback; give it immediately.
6. Conduct a more formal evaluation at 3 months.
7. At completion of probation do a more formal evaluation or acknowledgement of results.
8. Encourage an environment where all employees see it as their responsibility to help a new employee succeed. Get a commitment from crews.
9. No hazing.
10. Get input from others who have worked directly with the new employee in preparing for evaluations.
11. Attached is a Supervisor's Orientation Checklist that can be used as a guide on what to do and when.

APPENDIX 1 Hiring System Definition

APPENDIX 2 Relevant LOTT Alliance LOTT Alliance Policies

APPENDIX 3 Forms and Other Resources

HIRING SYSTEM DEFINITION

Revised 2005

Definition of the System: The hiring system is specific to how the Operations and Maintenance division recruits and selects employees.

Purpose of System: The purpose of the hiring system is to fill vacant positions.

Output of System: The LOTT Alliance will hire the person who best meets the demands of the job and the needs of the LOTT Alliance.

Common System Definitions:

1. Regular Temporary: can't work longer than 6 calendar months in a calendar year; competitive hiring process; eligible for in-house opportunities; 1040 hours for Solid Waste employees.
2. Emergency Temporary: no competitive process; 6 calendar months in a calendar year; not eligible for in-house only job opportunities.
3. Seasonal: Same as regular temporary or emergency temporary – depending on need. Seasonally recurring.
4. Position: \$ budgeted for a job; single person
5. Class Spec: Description of job duties and requirements as defined in the classification system.
6. F.T.E.: Full-time equivalent; 2080 hours; authorized in LOTT Alliance's operating budget; regular employees
7. Applicant: Person who submitted an application; internal and external
8. Full-Time: 40 hours/week; 2080 hours/year; scheduled.

9. Diversity: represents all different races, gender, creed, national origin, color, sexual orientation, marital status, disability, age, religion, citizenship, ethnicity; this list not exclusive.
10. Seniority: years of service in the LOTT Alliance
11. Promotion: advancement to higher paying classification.
12. Timely: duration that meets needs and expectations of those involved.
13. Y-rating: pay is frozen until current pay fall within assigned pay range. No step increase; no COLA
14. Competitive: gives all eligible persons an equal opportunity to apply; criteria must be met and applicants judged based on the criteria; applies to both internal and external processes.
15. Fair: perception of those involved; process is open, equal, objective, consistent, and reasonable.

CUSTOMER	CUSTOMER NEEDS	CUSTOMER EXPECTATIONS
Supervisors and Leads	<ul style="list-style-type: none"> • to be involved • process will bring out the right person to hire • easy • timely • understandable • consistent • process that has few hurdles • mechanism to communicate to employees why the selection was made • clear criteria for selection 	<ul style="list-style-type: none"> • in charge of the process • person hired will be an asset to the crew • others will be involved • employees who get along

Employees	<ul style="list-style-type: none"> • understand the process • definite process with a start and finish • fill vacancies quickly • communication of and about the process • enough staff to do the job • involvement in process • access to the process • trust the system/process • want to know why a specific decision was made 	<ul style="list-style-type: none"> • competent co-workers • timely process • someone they can work with • input will be considered • fair • process demonstrates value of employees • consistent process • someone you can get along with
Job Applicants (both internal and external)	<ul style="list-style-type: none"> • know how to access to process • fair • communication about where I am in the process • know points in the process that touch applicant • process appropriate for position being filled • aware of existing opportunities 	<ul style="list-style-type: none"> • timely process • to be treated fairly • information provided will be respected • confidentiality maintained • honest communication • timely communication
Human Resources	<ul style="list-style-type: none"> • compliance with rules and CBA • established process • information about vacancies and intent to hire • regular communication with managers/hiring authority • documentation and analysis • input on selection process and criteria • work with the person in authority for the decisions being made 	<ul style="list-style-type: none"> • process is fair, consistent and timely • process will be followed • process meets LOTT Alliance philosophy re: diversity, customer service, etc. • applicants are treated well • hiring authority know rules, laws, guidelines • supervisors to communicate carefully with employees and applicants
Leadership Team	<ul style="list-style-type: none"> • qualified hires • consistent policy and process • involved in the process • hiring standards and goals • position standards are well established 	<ul style="list-style-type: none"> • smooth process that manages staff time • short time to completion • all supervisors follow the policy and process • recruit diverse candidates

	beforehand	
AFSCME	<ul style="list-style-type: none"> • access to new hire • understand the system • comply with collective bargaining agreement • avenue for handling employee concerns and conflicts about the process. 	<ul style="list-style-type: none"> • diversity • fair process • comply with the collective bargaining agreement • bargaining unit members are given fair consideration • employees expectations and needs will be met • vacancies are filled