

POLICY # A1-3.2

RECRUITMENT AND SELECTION OF REGULAR EMPLOYEES ALL EMPLOYEES

It is the policy of the Town of Wayland to establish a consistent and standardized procedure for the recruitment and selection of candidates for regular positions in the Town. The Town strives to fill vacancies with the best-qualified candidates available. In this pursuit, the Town will adhere to the principles of Equal Employment Opportunity and ADA compliance.

Applicability

This policy applies to all paid and appointed positions in Town Government that have been either collectively bargained or classified within the Wage and Classification Plan. The policy is intended to provide direction to appointing authorities and department heads participating in the recruitment and selection of candidates. Employees whose positions are governed by collective bargaining agreements are subject only to those portions of the policy that are not specifically regulated by their agreement. Positions governed by Civil Service Law are subject to this policy only to the extent permitted by law. Positions filled through appointments by School officials are not subject to this policy.

Procedures to Fill a Vacancy

Following are the steps to fill a vacancy for a regular Town position:

1. Reviewing the Job Description

- The appointing authority or the department head reviews the job description to ensure that the duties and responsibilities of the position are accurately and completely reflected.
- If the appointing authority determines that the job description requires updating, the appointing authority will work with the Human Resources Director to revise the job description. The Personnel Board will review the revised job description. If the proposed changes are approved and if the position is affiliated with a union, Human Resources will bargain the changes prior to implementation.

2. Submitting a Job Requisition

- The appointing authority submits a Job Vacancy Requisition to Human Resources. All requisitions must be signed by the appointing authority or the department head.

- Upon review and approval by the Human Resources Director, the Job Vacancy Requisition is forwarded to the Finance Director for verification of available funding.
- No action will be taken to fill a vacancy until both the Human Resources Director and the Finance Director have approved the requisition. The Town Administrator may approve requisitions in their absence.
- Should a requisition be denied, the appointing authority will be informed.

3. Posting/Advertising a Vacancy

- Upon approval of a requisition, Human Resources will prepare a Job Vacancy Notice based on the most recently approved job description and pay grade. The following information will be included in all job vacancy notices:

Job Title, Department, Work Location, Designation (Full-time/Part-time), Hours per Week, Union Affiliation, Pay Grade, Pay Range, Summary of Duties, Recommended Minimum Requirements, Posting Date, Closing Date, Application Process and EEO Statement.

- Job Vacancy Notices will be posted on appropriate bulletin boards, within the respective department and on the Town's website. All Job Vacancy Notices for positions affiliated with a union will be posted in accordance with the respective collective bargaining agreement. If the position is not affiliated with a union, the position will be posted for a minimum of 10 calendar days, when practicable.
- All candidates applying to a job posting will be considered if they meet the stated qualifications and requirements. Whenever internal candidates meet the stated qualifications and requirements, they will be included in the interview process. Participation in the interview process does not guarantee selection. Internal candidates will include both employees internal to the department where the vacancy exists as well as Town employees working in other departments.
- The Human Resources Director, with input from the respective appointing authority or Department Head, will determine if and where a vacancy will be advertised externally. Human Resources will prepare and place advertisements. Unless otherwise stipulated by the Town Administrator, Human Resources will be responsible for all advertising costs.

4. Applying for a Vacancy

- Applicants for vacancies with the Town must complete an Employment Application. Resumes and cover letters of interest may be considered until such time as the applicant is able to complete an application.

- Candidates may also be asked to complete a voluntary Self-Identification Form. The form is intended to aide the Town in complying with its Equal Employment Opportunity Policy. If an applicant fails to submit the requested information, it will in no way penalize his/her candidacy.

5. Screening/Interviews

- Human Resources will screen applications, cover letters and resumes to ensure that applicants meet the recommended minimum qualifications and requirements as stated in the job description. All applications or resumes for minimally qualified candidates will be forwarded to the appointing authority or department head for review.
- When the appointing authority or department head is ready to begin interviewing, an interview committee should be formed. A representative from Human Resources will participate in interviews for all non-seasonal, non-temporary vacancies.
- The following standard procedures are to be followed when conducting interviews:
 - Develop interview questions that are NOT related to race, color religion, age, gender, sexual orientation, marital status, family status, ancestry, disability, handicap or veteran status. Human Resources can assist in developing interview questions. Use the same base questions for all interviews.
 - Develop a preliminary rating system for the interviews.
 - Ensure that all candidates interviewed have completed the Employment Application. Candidates must sign the Employment Application and the Release Form and provide at least three business/employment/volunteer references.
 - If the interviews are conducted at a board meeting, initial screening interviews are exempt from the Open Meeting Law and may be held in executive session. Final interviews are subject to the provisions of the Open Meeting Law and must be held at an open meeting.
 - Questions from the candidates relative to benefits, compensation or other aspects of employment may be forwarded to Human Resources for response.

6. Checking References

- References must be business/employment/volunteer related, preferably from former supervisors. Personal references are not acceptable. Reference checks may be conducted by Human Resources, by the appointing authority or by the department head. Inquires to references will be performance related. Individuals conducting reference checks cannot ask candidates' reference anything that they could not legally ask the candidates. (For example, it is lawful to ask candidates if they satisfied their former employer's attendance policy. However, it is not permissible to ask how many sick days were taken. The same limitations apply when speaking to the candidates' references.)
- Reference checks may be conducted either after the initial interview or after a follow-up interview. The Reference Release Form is important in obtaining information from previous employers, as the release will hold both the Town and the previous employer harmless from claims and liabilities arising from the disclosure of information from a candidate's previous employer. If prior employers are unwilling to discuss a candidate, faxing a copy of the release form may ease their concern.
- If possible, determine the relationship of the reference to the candidate and at what level the reference interacted with the candidate. Ask for opinions about the candidate's work performance. If the reference is not in the position to respond to the questions, ask the reference if he/she knows of any other references that might be appropriate to contact, for example, a direct supervisor. The Reference Check Form may assist you in soliciting information.
- Depending upon the position, a CORI check may be required. In such cases the candidate must be notified and he/she needs to sign an additional release form. Human Resources may also conduct SORI checks on selected positions.

7. Making a Selection

- Upon deciding on a candidate, the appointing authority submits a written recommendation to the Human Resources Director.
- Copies of all documents pertinent to the interview and selection process including interview notes, criteria and ratings utilized in evaluating each candidate are to be forwarded to Human Resources. It is important for the Town to maintain information that is defensible in any challenge of the selected candidate.

8. Preparing a Job Offer

- Upon a satisfactory completion of the reference and/or background checks, the appointing authority may contact the selected candidate to make a *conditional* offer of employment. Depending upon the provisions of an applicable

collective bargaining agreement, the appointing authority may offer, with the approval of the Human Resources Director, a pay rate up through Step 4 of the pay grade. The Personnel Board must approve any starting pay rate beyond Step 4.

- The Human Resources Director will prepare and issue the official letter offering employment to the recommended candidate.
- Human Resources will send non-selection notifications to all unsuccessful applicants who were interviewed.

9. Determining a Hiring Rate

- If the appointing authority cannot hire the candidate at a starting wage up to Step 4, a request to hire above the Step 4 rate must be made to the Personnel Board. The appointing authority must justify its request with specific data as to why an initial rate exceeding Step 4 is necessary. For a position affiliated with a collective bargaining unit, such request must be consistent with the terms of the collective bargaining agreement.
- The Personnel Board will make a determination on an appropriate initial pay rate based on the following criteria:
 1. the recommended candidate's current rate of pay;
 2. the related work experience of the recommended candidate;
 3. any other relevant information.

If the appointing authority or the department head experiences any problems at any point during the recruitment and selection process, they should immediately contact the Human Resources Director for assistance.

Attachments:

- A. Job Vacancy Requisition
- B. Job Vacancy Notice
- C. Application for Employment
- D. Release Form
- E. Prohibited Pre-employment Inquiries
- F. Method of Rating Candidates' Interviews
- G. Candidate Rating Form
- H. Reference Check Form
- I. Request/Consent for Information Form Previous Employer for Alcohol and Controlled Substance Testing Results