



Recruitment and Selection

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1.0 POLICY

It is the policy of the County to maintain a systematic, consistent recruitment program, to promote equal employment opportunities, and to identify and attract the most qualified applicants for employment with Lee County. Selection decisions are made without regard to race, color, religion, sex, national origin, political affiliation, non-disqualifying disability, age, or status as a Vietnam-era or special disabled veteran in accordance with applicable federal laws.

2.0 DEFINITIONS

2.1 Work Against Appointment: When suitable qualified applicants are unavailable and there is no trainee provision for the classification of the vacancy, the appointing authority may appoint an employee below the level of the regular classification in a work-against situation. A work-against appointment is for the purpose of allowing the employee to gain the qualifications needed for the full class through on-the-job experience. The appointee must meet the minimum education and experience standard of the class to which initially appointed. A work-against appointment may not be made when applicants are available who meet the education and experience requirements for the full class and for the position in question.

3.0 PROCEDURE / RULE

3.1 General Provision: The Human Resources Department will administer and coordinate the hiring process for regular position vacancies in all departments except Health Department, Department of Social Services, Sheriff, Register of Deeds, and Board of Elections in order to ensure compliance with legal and equal opportunity requirements. Recruitment for all types of positions in the aforementioned departments will be handled entirely by those departments. Other County departments will maintain full responsibility for the recruitment of temporary employees only. This policy is to be achieved by announcing all position vacancies, by evaluating all applicants using the same criteria, and by applying fair, job specific testing methods when needed. All hiring efforts will be conducted in the spirit of equal opportunity.

3.2 Position Vacancy Announcements: When deemed appropriate by the Department Director, vacancies for regular positions will be posted internally (applications accepted only from current Lee County employees) for a period of five (5) working days. Upon determining that internal recruitment has been exhausted, outside applications will be accepted. All outside recruitment announcements shall be posted for a minimum of seven (7) working days at:

- A. Lee County Human Resources Office
- B. The local office of the Employment Security Commission
- C. The Lee County Website

Optional recruiting publicity shall be carried out through the media, as appropriate. Position announcements shall contain, at a minimum:

- A. The title, grade and location of the position
- B. The closing date for acceptance of applications
- C. A statement of equal employment opportunity

3.3 Employment Application:

- A. Applications shall be submitted to Human Resources using either the Lee County Employment Application or the North Carolina State Application (PD107). Applications for employment shall be kept in an active file for a period of six (6) months, and then in a reserve file for eighteen (18) months.
- C. Applications for a position will **not** be accepted after the published closing and/or receipt date. If there are not sufficient qualified candidates at the closing date, the position may be re-opened and re-advertised.
- D. Human Resources will screen all applications received to determine qualification for the position to be filled. Applications of top candidates will be available to the affected department for final review and comment prior to scheduling candidates for interview. Candidates may not be considered for employment for the following reasons:

1. They have demonstrated an unsatisfactory employment record or personal record as evidenced by information contained on the application form or by the results of a reference check.
2. They have made false statements of any material facts or practiced deception in their application.
3. They are physically, mentally or otherwise unable to perform the essential functions of the position with reasonable accommodations.

3.4 Selection:

- A. All selections will be based upon an interview process coordinated by Human Resources. Human Resources will be responsible for interviewing candidate selection, composition of the interview panel and development of interview questions.
- B. All applicants considered for employment or promotion shall meet the qualification standards established by the class specifications relating to the position to which the appointment is being made.
- C. Human Resources will conduct a criminal background and past employment check before any offer of employment is extended. The past employment background check shall include verification of employment duties, dates of employment, work record, attendance record, strengths, weaknesses, safety record, and other pertinent information.
- D. All applicants will be notified that criminal and work background checks are performed on the chosen candidate.
- E. If the duties of the position routinely include operation of county-owned or county-insured vehicles, a review of the driving record of the person to be hired will be conducted before an offer of employment is made. This review will become a part of the personnel file.

3.5 Appointments:

- A. The County Manager upon recommendation of the Department Director makes the final appointment decision.
- B. All appointments shall be made on the basis of merit and without regard to race, color, religion, sex, national origin, political affiliation, non-disqualifying disability or age.

- C. Before any applicant begins work, the Department Director shall coordinate with the County Manager regarding the appointment. The personnel action form, the original application for employment, test score sheets (where applicable), and any additional supporting documents shall be forwarded to the Human Resources Director, then to the County Manager for final approval. The County Manager shall approve or reject the appointment, and determine if the classification and starting salary are appropriate.
- D. The Sheriff, Register of Deeds, Director of Social Services and Public Health Director shall have the authority over appointments in their respective departments, with the County Manager determining the salary of new employees.
- E. The Board of Commissioners must approve the appointment by the Sheriff or the Register of Deeds of a relative by blood or marriage of nearer kinship than first cousin or of a person who has been convicted of a crime involving moral turpitude.

3.6 Work-against Appointments: When qualified applicants are unavailable and there is no trainee provision for the vacant classification, an appointment may be made below the level of the regular classification in a work-against appointment, allowing the appointee an opportunity to gain the qualifications needed for the full class through on-the-job experience. The work-against appointment is available for competitive service employees only. The appointee must meet the minimum education and experience standard of the class to which the appointee was initially appointed. A work-against appointment may not be made when qualified and otherwise suitable applicants are available who meet the education and experience requirements for the full class of the position in question. When an applicant is selected to a work-against appointment to fill a vacancy for which one or more other applicants met the minimum qualifications on the basis of education and experience, documentation must be provided to support the selection decision which includes findings determining other applicant(s) qualified on the basis of education and experience to be unsuitable for the position.

3.7 Residency Requirements: The County Manager shall designate the positions that require County residency dependent on the duties. The employment advertisement shall state that residency is required for the position if applicable.

3.8 Probationary Period: An employee appointed to a regular position shall serve a normal probationary period of six (6) months. Any employee serving a probationary period following appointment may be dismissed at any time during the probationary period. No employee shall remain on probationary status for more than twelve (12) months. The successful completion of this probationary period should not be construed as creating a contract or as guaranteeing employment for any specific duration or as establishing a just cause termination standard. Successful completion of the initial probationary period (up to twelve (12) months) qualifies the employee for 401k and retirement.

Before the completion of the probationary period, all Department Directors shall complete a six (6) month review form and indicate in writing to the Human Resources Director whether the employee is recommended for regular status or recommended for extension of the probationary period or is recommended for termination. A personnel action must be completed to transfer the probationary employee to full time status.

3.9 Promotions: Candidates for promotion shall be chosen on the basis of their qualifications and their work records without regard to age, sex, race, color, creed, religion political affiliation, national origin, or non-disqualifying disability. A condition of promotion shall include a new probationary period of six (6) months. If the employee is on probation from initial hire, the probationary period shall be extended, however the employee will receive the retirement and 401k benefit after successful completion of the original probationary period which is normally six (6) months service.

3.10 Demotion: A demotion is a change in job responsibility to position in a lower salary range. A condition of demotion shall include a new probationary period of six (6) months. A Department Director may demote an employee under the following conditions:

A. Non-disciplinary. When the Department Director and the employee agree that the employee is unable to perform in the current position; but can successfully perform in lesser position.

B. Disciplinary. When an employee's performance or conduct is sufficient to satisfy grounds for dismissal a Department Director may consider demotion in lieu of dismissal.

3.11 Transfers: When an employee is transferred to another position all normal conditions of hiring shall apply. A condition of the transfer shall include a new probationary period of six (6) months. If the employee is on probationary from the initial hire, the probationary period shall be extended, however the employee will receive the retirement and 401k benefit after successful completion of the original probationary period which is normally six (6) months service.

4.0 APPENDIX / APPENDICES

None.