



<b>SUBJECT: Recruitment and Selection</b>	<b>EFFECTIVE: January 2008</b> <b>REVIEWED: December 2012</b> <b>REVISED: November 2022</b>
<b>CATEGORY: 200 (Personnel)</b> <b>POLICY NUMBER: 200.45</b>	<b>CROSS REFERENCE:</b>

**Purpose**

To establish a systematic and equitable manner by which employees are recruited and selected.

**Definitions**

**Eligibility list:** A list of qualified candidates that may be used to hire employees in a variety of departments when multiple vacancies exist for a single job class. Eligibility lists may remain active for up to six months.

**Internal recruitment:** A recruitment process available only to current City of Milwaukie employees including regular, temporary, seasonal, and on-call employees.

**Reference checks:** Contacts made by the hiring manager to a candidate’s former employers to confirm suitability for the job to which the candidate applied prior to extending a conditional job offer.

**Underfill:** A position filled at a lower job classification than budgeted. Employees selected to underfill a job will move to the higher level once they meet the minimum qualifications for the budgeted job class.

**Scope**

All positions.

**Policy**

All recruitment and selection processes will be conducted in a manner consistent with the City of Milwaukie being an equal opportunity employer. The City of Milwaukie will not discriminate against any employee or applicant for employment because of political affiliation, race, national origin, age, sex, religious affiliation, marital status, mental or physical disability (as defined by the Americans with Disabilities Act {ADA}), gender, sexual orientation, veteran status, or any other protected class under state and/or federal law except where there is a bona fide occupational qualification. Furthermore, the city will ensure applicants and employees are treated without regard to these characteristics during the recruitment process or any subsequent appointment with the City of Milwaukie.

## **Guidelines for Use**

### **Applications:**

All persons applying for employment must submit a city employment application and any requested supplemental materials within the timeframe specified. Applications will only be accepted for positions for which there is a current recruitment process. Application and supplemental materials are confidential.

### **Recruitment Access:**

Recruitment processes will generally be open to all candidates. The HR Director may approve requests for internal recruitments open only to City of Milwaukie employees in limited circumstances for non-management positions. The HR Director may also approve direct appointments for temporary employees hired for specific projects.

Determination of whether an internal selection process is allowed may consider any of (but not limited to) the following criteria):

- existence of a career ladder
- pool of qualified internal candidates that possess the minimum skills necessary
- history of frequency of vacancies
- current market conditions

### **Veterans' Preference**

All veterans (as defined by ORS 408.225) who meet the minimum qualifications for the position to which they have applied will be granted an interview.

At each stage of the interview and selection process, veterans who have successfully completed each step with a passing score must be granted five (5) additional percentage points. Disabled veterans must be granted ten (10) additional percentage points.

### **Eligibility Lists**

Eligibility lists may be used to fill vacant positions. Taken into consideration are the number of persons who successfully passed all steps in the most recent recruitment for the position and length of time since the last recruitment.

### **Selection Methods**

Any combination of the following methods may be used to determine whether applicants meet or exceed the minimum qualifications listed in the job class:

- completed application
- written, performance, physical or psychological examination (for certain positions only)
- scored individual or group interview
- scored assessment center
- information provided by references
- pre-employment drug screen for safety-sensitive positions only
- background check
- other job-related screening techniques as approved in advance by HR

Applicants must meet or exceed the minimum qualifications of the position as stated on the job classification to move forward in the selection process.

Some positions may be advertised as a potential “underfill” if determined by the hiring manager in advance that the position is suitable for this option.

### **Reference Checks**

To ensure individuals who join the city are well qualified and have a strong potential to be productive and successful, it is the policy of the city to check the employment references of all final applicants being considered for employment. These verifications are generally handled by the hiring manager with assistance from Human Resources before the conditional job offer is made.

### **Post Job Offer Pre-Employment Physical Screenings**

**Drug tests:** Conducted on all applicants to safety sensitive positions after a conditional offer of employment has been made. A positive drug test will automatically disqualify an applicant for employment in a safety sensitive position.

**Pre-employment Physical Capacities Tests:** For positions requiring a higher level of physical activity, a job analysis is conducted by an outside agency to determine an appropriate pre-employment physical capacities test. If a position requires the employee to hold a CDL or use a respirator, additional medical examinations are required. Medical examinations are conducted for Police Officer positions based on standards set by the Department of Police Standards and Safety Training (DPSST).

### **Background Investigations**

The city has a high commitment to its employees and the community to provide a safe work environment and promotes high standards of employee fitness. The scope of the check required depends on the position or assignment. At a minimum, a criminal history check will be conducted for all applicants for employment and may be run on current employees if there is reason to suspect that such information has changed. The City Council has adopted the appropriate Ordinance to authorize the Police department to conduct background checks on applicants to the city.

**Driving Record:** In general, applicants for positions in which driving is required as an essential function will be disqualified if the person has been convicted of more than three (3) Class A, B, or C traffic violations in the past three years as defined in OAR 735-064-0220 and/or any traffic crimes within the past five (5) years as defined in ORS 801.545 (i.e. criminal driving while suspended, reckless driving, driving under the influence of intoxicants, etc.).

**Criminal History:** The Human Resources Director in consultation with the Police representative conducting the criminal history check will review the criminal history and the nature of the position to determine if a conviction (not an arrest) disqualifies a candidate from performing the duties of the position. When reviewing a conviction record, the following will be taken into consideration:

- The nature, gravity and frequency of the offense.
- The duties of the position the employee holds or is applying for.
- The age of the individual at the time of the conviction.

- The time that has passed since the conviction.
- The employee's entire work record or the applicant's work qualifications in total rather than only one aspect of the individual's history.
- Expunged juvenile records will not be considered.

**Credit History:** The city may conduct credit history checks on candidates for positions as sworn law enforcement officers or who will have access to confidential financial information in compliance with ORS 659A.320.

### **Disqualification of a Candidate**

Failure to successfully pass any portion of the screening process may be grounds for disqualification. Finalists who fail to participate in any post job offer pre-employment physical screening or background investigation, will no longer be considered for the position.

The following may also be grounds for disqualification:

- Conviction of a crime which in the city's judgment would render the person unfit to perform the duties of the position.
- Having used or attempted to use political influence or bribery to secure an advantage in obtaining appointment.
- Having made a false statement in the application or examination process.
- Having otherwise violated provisions of the City Charter or any of the administrative policies or procedures.
- Failing to be promptly present at the time and place designated for any portion of the examination process.

Once hired, a person must continue to meet the qualifications for the position.

### **Procedures**

1. The hiring manager reviews staffing needs and availability of funding for the position.
2. The hiring manager and HR work together establish recruitment and targeted outreach strategies for the position and develop recruitment and selection tools, including interview questions.
3. The hiring manager reviews and approves content of job announcement, supplemental questionnaire, and oral board selection materials.
4. The hiring manager will confirm and schedule the interview panel.
5. Once the interviews are complete, the hiring manager or department head may schedule and conduct an executive interview with the top candidate(s).
6. The hiring manager, with assistance from Human Resources, will conduct reference checks on the top candidate(s).
  - a. Verify that authorization exists to contact references and past employers.
  - b. Review application for work-related information to ask during the reference check. Human Resources will provide a list of potential questions and a reference check template.
  - c. Contact past employers to verify work history information on the application.

- d. Reference checks revealing the candidate knowingly provided false information on the employment application may disqualify the applicant from further consideration for employment.
7. Prior to making an offer of employment, the hiring manager will consult with HR to review information received in final interview, reference checks, and discuss terms of the job offer.
8. Using the pay equity matrix, HR will determine the starting pay for the new employee.
9. The hiring manager will extend an offer of employment to the successful candidate, contingent upon the candidate's successful completion of a pre-employment drug test (if required), background check, or other applicable pre-employment exams.
10. If necessary, human resources will coordinate with the candidate and the testing facility for the candidate to take the pre-employment drug screen and any other applicable physical screenings and will verify the results of the pre-employment screen(s).
11. The hiring manager will determine the start date and notify Human Resources.
12. Human Resources will document the hire information on a Personnel Action Form, schedule the new employment orientation, and obtain necessary required documentation for employment.

## **Responsibilities**

### **Human Resources:**

- Develop the recruitment process in conjunction with the hiring manager.
- Ensure there is an accurate job classification for the position.
- Oversee the recruitment and selection process. Develop recruitment materials, advertise the position, and assist in developing selection criteria and process.
- Review criteria and apply veterans' preference.
- Obtain all necessary authorizations and releases prior to sending an applicant or employee to a drug screen or other background check(s).
- Coordinate pre-employment tests and screenings.
- Maintain the confidentiality of all records and results of any screenings listed in this policy.
- Follow proper notification requirements under the Fair Credit Reporting Act (FCRA). These include providing the applicant or employee with a notice of the decision not to hire or other employment action, a copy of the report, and a copy of the FCRA rights before any adverse action is taken.
- Maintain results of criminal history, credit history, drug screen, and driving record in confidential files separate from the personnel file.

### **Hiring Manager:**

- Confirm the budget or funding sources available for hiring.
- Initiate a requisition for recruitment.
- Review the job classification for the position for any changes or revisions.
- Work in conjunction with Human Resources to develop and review the recruitment and selection methods and tools.
- Make all job offers contingent upon successful completion of the background check and drug test (if required).

- Inform a potential employee that a job offer is being made contingent upon successfully passing the required screenings.
- Maintain the confidentiality of all records and results of any screenings listed in this policy.

**Police Department:**

- Conduct the background, driving record, criminal history check and/or credit history check.

**Applicant and Employee:**

- Be truthful in the completion of all materials for employment.
- Sign appropriate authorizations and releases for the screenings to be performed.
- Participate in a screening when directed to do so.
- All city employees are required to report all criminal convictions to the HR Director or supervisor the first working day following the conviction.

**Post Job Offer/Pre-Employment Screenings**

Position	Drug Test	Pre-employment Physical	Driving History Check	Criminal History Check	Comprehensive Background Check	Credit Check
All positions			Yes (if required)	Yes		
Non-sworn police dept personnel			Yes	Yes	Yes	
Sworn Police Officers	Yes	Yes	Yes	Yes	Yes	Yes
Certain Finance positions			Yes	Yes		As allowed by ORS 659A.320
Certain Public Works positions	Yes (if CDL required)	Yes	Yes	Yes		