

ADMINISTRATIVE PROCEDURES

Chapter 1
Section 1
Issue 1
Date 1/11/24

SUBJECT: RECRUITMENT, TESTING, AND REFERRAL

I. Purpose

The purpose of this procedure is to establish a standard policy and procedure for the recruitment, and referral of all applicants for City service.

II. Scope

This procedure is applicable to all City departments. Where any section, subsection, sentence, clause, or phrase of this procedure is found inconsistent with either properly negotiated and ratified working agreements concluded through collective bargaining between the City of Hubbard and duly certified or recognized representatives, the terms of such agreements will prevail. Departments wishing an exception to the application of portions of this procedure (no exceptions will be allowed for processes required by state or federal law) will submit a written proposal to the City Administrator, supporting the justification. Exceptions will take effect upon written approval of the City Administrator. Where the procedures of the Police Department differ from portions of this procedure, the PD procedures will take precedence.

III. Amendment

The City Administrator may amend this procedure.

IV. Policy and Procedures

All materials and information obtained throughout the following selection processes are perpetually confidential and can only be discussed and shared within an assigned team, with the hiring manager, with the department director, City Administrator, and the City Attorney. Failure to observe confidentiality within these parameters can be cause for discipline.

A. Posting

When an authorized, budgeted position becomes vacant, and the department elects to fill it, the hiring department will notify the Director of Administration.

A hiring department may seek authority to post and recruit, up to the point of offer of employment, for a position being added to the budget either during or after the annual budget process. The request shall be in writing to the City Administrator and final filling of the position is contingent upon budget appropriation by the City Council.

B. Recruitment

1. Open: Director of Administration will assist the hiring department in developing a specific recruitment plan for the position. This plan may include, but not be limited to, distribution of recruitment announcements, local and regional advertising, trade publication advertising, diversity advertising and outreach, and other sources.
2. Internal: Internal Recruitments are restricted to current City of Hubbard employees. Internal recruitments provide developmental opportunities for current employees who desire a position or career change, regardless of whether the job opportunity resides in their current classification. In order to qualify as an applicant for an internal recruitment, the applicant must be an active City of Hubbard employee as of the closing date of the internal recruitment.
3. Continuous: Open continuous recruitments for entry and promotional positions may be held for classifications where vacancies are frequent and/or hard to fill. Applications will be accepted for open continuous recruitments any time between the date of original announcement and the close of the posting.
4. Open Until Filled: The recruitment will be posted without a closing date and will remain open until sufficient qualified applications are received. The Director of Administration and the hiring manager will periodically review applications to determine a closing date for the recruitment.

C. Contents of Recruitment Announcements

Recruitment announcements of position openings will state the essential elements of the position, as well as general duties, knowledge, skills, experience, compensation of the position, the minimum qualifications required, the dates of recruitment, place and manner of making application for the position, and any other information which may be pertinent to the requirements of the position or the application procedure.

D. Application

Each applicant for a position will be required to complete the current City of Hubbard application. Supplemental information in the form of a job-related questionnaire may be required for some positions. Additional information from applicants for the purpose of background investigations may also be required prior

to employment with the City of Hubbard. Applications not containing all of the requested information may be rejected.

1. Receipt of Applications: All applications for employment with the City of Hubbard must be submitted to the Director of Administration prior to the posted closing time for the position.
2. Employment of minors: City of Hubbard will comply with BOLI Regulations and city policies.
3. Applications Not Returned: All applications submitted for vacancies in the City of Hubbard will be retained by the Director of Administration and applications will be kept on file in accordance with the State of Oregon Retention Schedule.

The Director of Administration will retain the application of the successful candidate in their personnel file.

4. Applications Confidential: Applications for employment with the City of Hubbard are confidential to the extent permitted under the Public Records law. Applicants may request that their employment application materials remain confidential and none of their employment application materials be released to the public unless the City of Hubbard is required to do so. Information for verification purposes as to whether a specific individual applied for employment that is requested in writing from the State Employment Division will be released to the State Employment Division. Applications may be made available to certain parties in the event of litigation involving a particular position or on order of a court or District Attorney in response to a public records request.
5. Personal Social Media Accounts: The City of Hubbard doesn't require applicants to establish or maintain personal social media accounts, authorize City of Hubbard to advertise on an applicant's personal social media accounts, or add the City of Hubbard as a contact on an applicant's personal social media accounts as a condition of employment.

E. Establishing Selection Procedures

The type of selection procedure used to fill vacancies in the City of Hubbard will be determined by the Director of Administration in consultation with the appropriate department hiring manager/director and be in conformance with City policies, State and Federal laws, and bargaining unit contracts. The procedure will be established based on the knowledge, skills, and experience required to perform the job. All applications will be required to go through a scoring process to ensure minimum qualifications are met prior to a candidate moving to the next phase of the recruitment process.

F. Veteran Preference Points

ORS 408.230 requires public employers to grant specified preferences to veterans and disabled veterans who apply for vacant civil service positions or promotions to civil service positions if the veteran:

- Successfully completes an initial screening, application examination or civil service test for the position with a passing score; and
- Meets the minimum qualifications and all special qualifications for the position (including all additional specified skills or attributes that are either requested or required by the employer).

Veterans' preference applies to all new appointments in the competitive service and many in the excepted service. Veterans' preference does not guarantee veterans a job and it does not apply to internal agency actions such as promotions, transfers, reassignments, and reinstatements. Preferences are required to be granted to qualified veterans and disabled veterans at each stage of the application process as follows:

- A veteran who has successfully completed an initial screening, application or civil service test for a position with a passing score must be granted 5 additional percentage points. A disabled veteran would receive 10 percentage points.
- For any application examination given following the initial application screening that results in a score, the employer must add 5 percentage points to a veteran's score and 10 percentage points to a disabled veteran's score.

Example: A veteran scores 86 out of a possible 120 points on an application exam (72%). Application of an additional 5 percentage points would move the final score to 77%. A disabled veteran would receive 10 percentage points and a final score of 82%.

For an application examination that consists of an interview; an evaluation of the veteran's performance, experience or training; a supervisor's rating; or any other method of ranking an applicant that does not result in a score, the employer must give a preference to a veteran or disabled veteran. An employer that uses any of these types of unscored application examinations is required to devise and apply methods by which the employer gives special consideration in the employer's hiring decision to veterans and disabled veterans. This unscored method must clearly give a preference at every stage of the hiring or promotions process. One such method may be to use tiers or bands with which to rank applicants, showing that veteran applicants are moved up one tier or band and disabled applicants are moved up two tiers or bands. A recent Oregon Supreme Court decision highlights the dangers of ad hoc, poorly articulated methods that do not use a score. *Multnomah County Sheriff's Office v. Edwards*, 399 P.3d 969, 361 Or. 761 (2017).

A public employer must appoint a qualified veteran or disabled veteran to a vacant civil service position if the results of the veteran's or disabled veteran's application examination, when combined with the veteran's or disabled veteran's preference, are equal to or higher than the results of an application examination for an applicant who

is not a veteran or disabled veteran. However, the employer may base a decision not to appoint the veteran solely on the veteran's merits or qualifications with respect to the position.

G. Selection Criteria

Objective and job-related selection criteria may include, but not be limited to, one or more of the following forms of examination.

1. Applications (required)
2. Scoring Applications - experience and training rating (required)
3. Interview and oral examination
4. Background investigation
5. Written test
6. Performance test
7. Assessment centers
8. Strength and agility tests
9. Physical examinations
10. Work sample tests
11. Psychological exam

H. Examinations

1. Minimum Qualifications: Applications received by the Director of Administration. The Director of Administration will work with the hiring manager/department director to score applications. The scoring criteria will be based on the minimum qualifications in the job description. Applicants that do not meet minimum qualifications will be disqualified from further consideration.
2. Scheduling Examinations: The Director of Administration or identified departments may schedule examinations as the current and anticipated needs of the City require. Scheduled examinations conducted by the Director of Administration or departments may be postponed or canceled by notifying all persons affected.
3. Preparing and Conducting Examinations: Prior to preparing or administering examinations departments will work with the Director of Administration. The questions on all written tests and all alternative test forms will be job related. Where appropriate and reasonable, alternative examination procedures may be provided consistent with requirements of the ADAAA.
4. Grading of Supplemental Questions: Each department will establish a minimum acceptable scoring standard prior to receiving the applications that meet the minimum qualifications. This may be done on a department-wide basis or for each posting.

5. Review of Examination Ratings: The examination papers of applicants are not open to inspection by the public or by other applicants. Review of examination papers may be authorized by the City Administrator in the event of litigation or other instances where a need to know has been established. To the extent allowed by law, results of reference checks, including work history information will be deemed confidential and will not be open to the applicant, other applicants, or the public.
6. Special Examinations: If an applicant fails to take or complete an examination because of an error or oversight that is the fault of the City, a special examination may be given.
7. Late Arrivals to Examinations: A proctor of an examination is authorized to decide whether applicants who arrive late may be admitted to the examination.

I. Interviews:

Any information written or verbal related to hiring processes is confidential.

1. Interviews will only be scheduled after the referral list of eligible applicants has been determined by the hiring manager/department head and the Director of Administration.
2. The referral list will consist of the names of persons successfully passing the examination(s), arranged in order of final rating earned, from the highest score down to the lowest passing score.
3. Final rating will be determined by the total of the score(s) earned by each applicant for each part of the examination, based upon the examination process established, as well as veteran points/preference awarded in the scoring process.
4. Referral: When applicable, the Director of Administration will initially refer the top candidates from each posting as determined from scoring and examination process, and in consultation with the hiring department. Eligible candidates not hired by the department may be referred for subsequent vacancies for up to six (6) months from the date of the initial referral memorandum.
5. Selection: Selection will include an oral interview for the purpose of appraising qualifications of candidates. Final selection for classified positions will include an in-person or a real time video conference interview. Guidelines for video interviewing are found in Appendix A of this section.
6. Telephone interviews may be used as one part of a selection process to determine final candidates for in-person or video-interviewing.

7. If a candidate on the referral list has been terminated from City employment within the past three (3) years while working in the same classification series or in the same department, the department may elect to not interview that candidate.
8. If a candidate has been considered and interviewed for the same classification in the same department within the previous six-month period, the hiring department may elect to not interview that candidate.
9. Interview questions cannot be related to the following:
 - Age
 - Race, ethnicity, or color
 - Gender or sex
 - Country of national origin or birth place
 - Religion
 - Disability
 - Marital or family status or pregnancy

Samples of the types of questions that should be avoided include:

- What year did you graduate high school?
- What does your wife do for a living?
- Where do your kids go to school?
- Will you need any time off for religious holidays?
- How long do you plan to work before you retire?
- Have you had any serious illnesses over the last year?
- Where did your ancestors come from?
- Where did you live growing up?

J. Pre-employment Testing:

In compliance with federal and state law and constitutional requirements, upon an offer of employment for a safety sensitive positions and prior to final appointment, a prospective employee for a position will be required to take a controlled substance screening test. All testing will be conducted according to applicable industry standards for the testing of controlled substances.

If the initial screening test indicates that the applicant tests positive for controlled substances, the applicant will be notified of the test results. If the applicant refuses to consent to a test or the testing indicates the use of controlled substances, the offer of employment will be retracted and deemed void, and the applicant will be denied employment with the City.

K. Criminal Offender Information Check:

Applicants for employment, contractors working for the City, tow truck operators with contracts with the City, and volunteers with the City of Hubbard will be required to authorize the City to conduct a criminal offender information check

through the OSP LEDS system. The City Administrator has designated the Hubbard Police Chief to conduct these criminal offender information checks in accordance with ORS 181.555, OAR 257-10-025, local RMS, LEDS/NCIC, CJIS and Hubbard Police Department policies and procedures.

VI. Implementation and Interpretation

Any questions relative to the intent or application of this procedure should be directed to the Director of Administration or City Administrator.

APPENDIX A

USE OF VIDEO INTERVIEWS PERSONAL, TELEPHONE, AND VIDEO INTERVIEW GUIDELINES

The interview phase is one of the most important steps in the recruitment and selection process. In the ideal world, all top candidates would be invited to participate in personal interviews so that the hiring manager/department head can select the person(s) to fill the position(s). In reality, often times hiring manager/department head learn that one or more of the candidates is unable to attend a personal interview because of traveling distance or because of the short notice with which the candidate is invited to participate in the interviews.

Many employers conduct telephone or video interviews to screen candidates. While not designed to take the place of a personal interview, this type of interview can be an alternative when it is not practical to invite an out-of-area candidate or when a candidate is unable to participate in personal interviews.

If the telephone or video interview goes well, hiring manager/department heads might decide to arrange personal interviews with the finalist(s). On the other hand, based on the telephone or video interview, may determine that no further consideration of the applicant(s) is necessary.

What should the hiring manager/department head do, when a finalist is unable to participate in a personal interview?

Options:

- a. Hiring manager/department heads always have the option of **requiring all candidates** to participate in the initial personal interview.
- b. Hiring manager/department heads can **require all candidates** to interview, **via telephone**. And then do personal interviews with the top 2 or 3 candidates
- c. Hiring manager/department heads can offer telephone interviews to those candidates who cannot participate in personal interviews, **provided these candidates are offered the option of** participating in personal interviews and it is the candidate **opting to interview via telephone**.

Testing: Some of our positions require an applicant pass a test in order to be or remain a viable, eligible candidate for the job. If testing is required immediately before, during, or immediately after the interview, it would make sense to require a personal interview of all candidates. In some cases, the testing occurs before the applicant is even referred for an interview or it is done after the interview with an employment offer contingent upon the candidate passing the required test(s).

Regardless of the methods you use, the same principles apply as during personal interviews:

- All candidates should be treated fairly.
- The questions should remain uniform, job-related, and consistent with business

necessity.

- It is always advisable to have more than one interviewer participate in an interview process.
- Hiring manager/department heads should strive to have a diverse panel of interviewers.
- Before an employment offer is made, the hiring manager/department head should require a personal interview (particularly if the person was interviewed over the telephone or via video).

Guidelines

- If the candidates live in Marion County, they should typically be required to come in for personal interviews. For those candidates who are located outside Marion County (outside Marion County boundaries), hiring manager/department heads may provide them with the option of telephone or video interviews in lieu of a personal interview. It should be clearly noted in the records at time of scheduling and confirmed again at the beginning of the actual telephone or video interview **that this was the option the candidate selected, in lieu of a personal interview.**
- Please note that in most cases the cost of travel for the candidate to participate in a personal interview is the candidate's responsibility. In some cases, such as with a high-level or hard-to-fill position, departments may obtain authorization from the City Administrator to have travel paid for candidates.
- Do NOT make a selection or an employment offer before you have the opportunity to interview the finalist(s) in an in-person interview.
- Do NOT record the interviews as there are too many potential liabilities.
- It is the candidates' responsibility to arrange and pay for their own video connection.
- Let the candidate know, at the time you agree to use this alternative method (telephone or video), that the City of Hubbard is not responsible for any transmission failures or equipment malfunction. Consequently, if a connection is not made or transmission fails, the candidate may no longer be considered for the job.