

C. RECRUITMENT AND SELECTION

GENERAL POLICY

It shall be the policy of Scott County to recruit and select the most qualified candidates. Recruitment and selection shall be conducted in an affirmative manner to ensure open competition, provide equal employment opportunity and prohibit discrimination based on non-merit factors.

SCOPE

This policy is applicable to the following:

All employees responsible to the Scott County Board of Supervisors;

All employees responsible to a county elected office holder providing the appropriate elected office holder and the Board of Supervisors have certified its applicability;

All employees not directly responsible to either the Board of Supervisors or an elected office holder and whose governing body and the Board of Supervisors have certified its applicability.

Whenever the provisions of this policy are in conflict with the Code of Iowa, or with a collectively-bargained agreement between the County and a certified bargaining unit, the provisions of the collectively-bargained agreement and/or the Code of Iowa will prevail.

APPROVAL TO FILL VACANCY

When a vacancy exists in a regular County position, or a department is made aware of an impending vacancy, the department head shall submit to the Human Resources Department an on-line request to fill such vacancy prior to the commencement of any recruitment or selection process.

The Board of Supervisors must approve the filling of any position vacancy through the budgetary process or an organizational change. During times of economic necessity the Board or County Administrator may direct the Human Resources Department to receive Board approval before proceeding with a recruitment process.

ACTING APPOINTMENT

When a vacancy occurs in a position which, from the standpoint of the County's business, cannot be left vacant for the period of time necessary to conduct a recruitment and selection process, the department head, with the approval of the County Administrator, may appoint a current employee to fill the vacant position in an acting capacity. The duration of such an appointment shall be only until a permanent appointment subject to standard recruitment procedures can be made. Normally, acting appointments will not exceed three months.

RECRUITMENT PROCESS

The Human Resources Department, in conjunction with the hiring department(s), shall conduct an active recruitment program designed to meet current and projected staffing needs. In an effort to minimize delays in filling vacancies, employment applications on file and submitted within the previous 90 days may be reviewed to recruit and select qualified candidates. Recruitment efforts (including advertisements) will be tailored to the type of position(s) being filled and will be directed to all sources likely to yield qualified candidates. Particular effort will be made to reach qualified minority and female candidates in accordance with the County's EEO policy (See Policy B).

Except as provided below under the section entitled "Promotional Opportunities", all regular County vacancies shall be posted and open to the public for a minimum of seven (7) calendar days. Job announcements will be developed by the Human Resources Department and posted on the intranet, internet and other relevant recruitment sources. Announcements shall summarize the primary duties of the position, the standards for initial consideration and the application deadline.

Application for regular County employment must be made through the on-line application process. In order to be considered for an open position, all application material must be received in the Human Resources Department prior to the posted application deadline.

The recruitment process for temporary (positions not on the department's organizational chart and performing duties for less than 520 hours in a fiscal year) and/or seasonal staff shall be at the discretion of the hiring department with assistance from the Human Resources Department as requested.

PROMOTIONAL OPPORTUNITIES

In the interest of providing promotional opportunities for current employees, a department head, in consultation with the Human Resources Director, may elect to restrict the recruitment process to individuals currently employed in a regular County position. Announcements of such vacancies shall be posted for a minimum of five (5) working days. Applications for promotional opportunities must be made through the on-line application process. If a suitably qualified candidate is not found through a promotional only listing, the Human Resources Department shall conduct an outside recruitment process as outlined above.

MANAGERIAL RECRUITMENT

In the interest of attracting the most qualified candidates available for managerial openings, the County will reimburse the following expenses to finalists for upper management County positions:

1. Each management candidate requested to come to Scott County from outside the Quad-City metropolitan area will be reimbursed for reasonable expenses incurred for lodging, transportation, and meals in compliance with Policy T.
2. The County will underwrite the cost of movement of employee, family members and household goods by commercial carrier at an agreed upon amount for each newly-appointed management group member.
3. As may be necessary, the cost of temporary lodging will be underwritten by the County for each newly-appointed management group member up to a maximum of thirty (30) calendar days.
4. The County may reimburse selected management group candidates from outside the Quad-City metropolitan area, reasonable expenses for transportation and lodging for a trip to the area for the purpose of locating housing.

SELECTION PROCESS

The screening and selection process for a regular County position shall be determined jointly by the hiring department head in consultation with the Human Resources Director. Selection devices and/or techniques used to

screen and select applicants must, in all cases, be directly related to the position being filled. It is understood that the hiring department head has authority to make the final selection decision.

Normally, the Human Resources Department will conduct the initial screening process for regular County positions and refer the best qualified applicants to the hiring department for further consideration. Such screening will compare the requirements and qualifications established for the open position to the relevant education, training and work experience of each applicant. Upon request, the hiring department may review the application material of any or all applicants included in a selection process.

Aside from the screening process, selection techniques may include (as appropriate to the position being filled) verbal interview, reference checks, written exams, medical exams, physical agility testing, background investigations, performance evaluations and other measures considered relevant to the job and reliable as a predictor of performance.

Online screening (including but not limited to "googling" the applicant or reviewing their social media sites) of applicants may only be conducted by Human Resources personnel or Sheriff deputies with specialized training and in consultation with Human Resources. Hiring supervisors or managers are prohibited from conducting any online screening. Online screening will only be conducted after candidates are screened for possible interviews and shall be conducted on all applicants at that stage of the recruitment process. Online screening is limited to actions relating to the following activities: criminal convictions, job skills, work experience, work habits, activities in conflict with the position sought, communication skills or unique factors bearing upon the applicant's employability. Deputy and Correctional Officer applicants with social media sites are required at the conclusion of their polygraph test, to permit a deputy in their presence to examine the site for any illegal activities or those that would make the individual unsuitable or unfit for employment. Applicants shall not be required to provide their personal passwords at any time. Staff conducting online screening shall include "google" name search, local media sites, online court records for convictions relevant to the position and make a general record of additional sites used to screen the applicant. All reasonable attempts shall be made to verify the accuracy of any disqualifying information obtained. All relevant information to the decision making process shall be retained with any applicant files. Any information related to protected classifications or activities shall not be shared with hiring supervisors or managers.

Following an offer of employment the County may require a physical and/or psychological evaluations. Successful completion of such test may be a

condition of an offer of employment. The Human Resources Department will be available to assist the hiring department during all phases of the selection process to ensure that adequate screening and selection procedures have taken place (including reference checking) prior to the hire of any new employee into a regular County position.

PRE-EMPLOYMENT PHYSICAL EXAMINATION

A pre-employment physical examination is required for those County positions that are considered to be physically active on a regular basis or that, on occasion, may require rigorous physical activity. The purpose of this examination is to verify that the individual selected is capable of performing the physical requirements of the job without undue risk of injury to him or herself, fellow employees or the general public.

This requirement for a pre-employment physical examination shall apply to all potential new hires for positions identified as physically active as well as to current employees in non-physically active positions who seek transfer or promotion to a physically active job. Only the top candidate in each selection process will be required to submit to a physical exam.

For those positions requiring a pre-employment medical exam, the hiring department must make a formal offer of employment prior to the physical exam. Successful completion of the exam may be a condition of the offer of employment. If the candidate does not meet the physical requirements of the job, as determined by the County and its medical provider, and is considered to be disabled, the job will be reviewed. Consideration shall be given as to what functions of the job are essential and whether or not job restructuring is possible to make the job available to the candidate, before the candidate is excluded from the job.

In recognition of an individual's right to privacy, all physical examination records shall remain in confidential, separate and secure files within the Human Resources Department. Only that information considered to be directly job-related will be made known to the hiring department.

The Human Resources Department, in consultation with all County departments, will maintain a list identifying jobs for which a pre-employment physical examination is required. Examinations will be scheduled by the County at no cost to the individual.

ELIGIBILITY ROSTER

In the interest of conducting efficient recruitment efforts and minimizing delays in filling position vacancies, the hiring department head and the Human Resources Director may elect to establish eligibility rosters for those job classifications in which there are regular and recurring vacancies.

An eligibility roster is defined as a list of candidates who have completed a selection process, except for medical and/or psychological evaluations, and have been certified as eligible for employment in the classification for which the roster was established. Normally, an eligibility roster will be in effect for no more than one (1) year from its initial effective date.

CIVIL SERVICE COMMISSION

As may be requested by the Scott County Civil Service Commission, the Human Resources Director shall assist the Commission in recruitment procedures for Civil Service positions in the County Sheriff's department pursuant to Chapter 341A of the Code of Iowa.

EMPLOYMENT OF RELATIVES

It is the policy of Scott County to prohibit the hiring of a relative of an elected official, department head or any other supervisory employee in an organizational unit over which the supervisory employee exercises jurisdiction or control.

If during employment a situation occurs where a supervisory relationship with a relative is created, that supervisor has a duty to report said relationship to the elected official or department head; or Human Resources Director if the relationship involves the head of the department. The supervisor and head of the department shall create a written management plan establishing the remedial measures by which any potential conflict of interest will be resolved (for example, recusal from decisions affecting a related person, alternate reporting line, etc.), and the impact of these measures on the operations of the organizational unit. The related persons shall sign the management plan indicating their agreement to its terms.

The term "relative" as used in the above paragraph shall include the following relationships: spouse, anyone in a romantic relationship, and whether related by blood, adoption, or marriage, the parent, child, sibling, uncle, aunt, first cousin, nephew, niece, or any person residing in the immediate household.

PROBATIONARY PERIOD

The probationary period shall be regarded as an integral part of the screening and selection process and shall be utilized for closely observing the employee's work during the initial period following his/her appointment to a new position.

Any individual who is appointed, transferred and/or promoted to a regular County position shall be required to successfully complete a probationary period of six (6) calendar months.

An employee may be removed from a position at any time during the probationary period, if, in the opinion of the department head, the employee is unable to perform the duties of the position satisfactorily. Employees removed from a position or dismissed from employment during a probationary period do not have access to the grievance procedure.

The Human Resources Department shall notify the hiring department approximately one (1) month prior to the scheduled expiration of an employee's probationary period. The department head will notify the Human Resources Director whether he/she desires to continue the employee in the position. A probationary period may be extended by the department head, with approval of the Human Resources Director, up to an additional three (3) months if deemed necessary to adequately evaluate the employee's ability to effectively perform the job.