



Response to Questions on the 2016 LOBs

Request By: Supervisor Cook

Relevant LOB(s): LOB #29

Question: Describe the County's hiring process, highlighting the role of the decentralized agency staff as well as that of the Department of Human Resources staff.

Response:

The County's hiring process is coordinated by the Department of Human Resources' (DHR) Employment Division. Throughout the recruitment process, a team of Human Resource Analysts within the Employment Division serves as consultants to the agency and works closely with a team of human resource designees/contacts embedded within each department/agency countywide to facilitate the hiring process. As such, all of the essential steps for a recruitment process are coordinated between DHR's team of centralized analysts and the hiring agency's team of decentralized human resource contacts. The overarching process for a recruitment includes the following steps: 1) requisition, 2) creating the announcement, 3) advertising process, 4) review of applications, 5) interview process, 6) selection process and 7) hiring process.

The first step of any recruitment process is to have the hiring manager from the hiring agency submit a requisition (within the NEOGOV system) to the DHR employment analyst who is designated for that particular department/agency. The content of a requisition includes information such as: class title, working title, name of hiring department, position number(s), job term (full-time or part-time), type of requisition (open, promotion, or transfer), job description, illustrative duties, knowledge, skills and abilities, preferred qualifications, physical requirements, selection procedure (e.g. interview panel), pay plan, pay grade, a designated subject matter expert (SME) if applicable, dates of advertisement, venues for external advertisement and marketing, and other notes or comments relevant to the position's requirements. The requisition initiates the recruitment process and more importantly provides all of the position-specific information necessary to the DHR employment analyst so that they can create an accurate and consistent job announcement/advertisement. After the DHR employment analyst has received an official requisition, they compile the formal announcement and send the final draft back to the agency for final review and approval. Following approval, the announcement is advertised.

Once the advertisement cycle closes (5:00 p.m. on Fridays), applications are reviewed. In the case of a centralized process, the DHR employment analyst has 10 business days to review the applications for minimum and preferred qualifications, and send an official referral list to the hiring agency. In the case of decentralized reviews where the subject matter expert process is being utilized, the DHR employment analyst has 5 business days to review all of the applications to confirm applicants meet the minimum qualifications, and send a "batch" of those qualifying



applications to the SME contact in the hiring agency to review for preferred qualifications. The SME reviewer is responsible for the review of the applications in a decentralized process and has 5 business days to complete this review. After the applications are reviewed for preferred qualifications by the SME reviewer, the DHR employment analyst reviews the selections of the SME reviewer and then issues an official referral list and sends it back to the hiring agency so they can proceed with their hiring process.

Once a hiring agency has the official referral list, they must review the resumes of all certified applicants and shall interview at least one more than half of those certified. The recommended protocols for interviews in the County include: 1) panel interviews, composed of at least 3 members representing a diverse composition; 2) utilization of behavioral-based questions meant to test core competencies; and 3) the technique of consensus scoring throughout the process. Upon completion of the interview process, the hiring agency proceeds with its preferred additional layers of evaluation to arrive at its final selection/appointment. All notes and documentation from each recruitment are compiled at the agency level, then routed back to the Employment Division for official archival procedures.