

### **3.06 CANDIDATE SELECTION: INTERVIEWS, OFFER, AND APPOINTMENT**

ORIGINATING DEPARTMENT:  
Human Resources

ADOPTED:  
January 1, 2005

**PURPOSE:**

Florida and federal laws prohibit the use of pre-employment inquiries and requirements which tend to screen out members of protected groups.

Charlotte County strives to ensure all hiring practices fall within Equal Employment Opportunity Commission (EEOC) guidelines.

Candidates who seek employment with Charlotte County must agree to comply with the contingencies on the application form to be considered for employment. If hired, candidates must adhere to these as conditions of employment.

**POLICY:**

Applications must be complete. By completing the on-line Employment Application, applicants acknowledge they must:

1. participate in the County's drug testing program and obtain satisfactory results (if requested for the position),
2. receive satisfactory reference checks and background checks, and
3. complete a pre-employment physical (if required for the position).

Compliance with these requirements is a prerequisite to the extension of a verbal or written offer.

Job applicants will be assessed on the basis of their ability to perform the job for which they interview.

Once hired, new regular full-time employees will be required to serve an initial probationary period in:

IUPAT - Duration of three (3) months for a bargaining position in the Union of Painters and Allied Trades (IUPAT)

Non-Bargaining - Duration of six (6) months

IAFF - Duration of twelve (12) months for a bargaining position in the International Association of Firefighters (IAFF)

At the request of a Department Head, and with the concurrence of the Human Resources (HR) Director, the initial probationary period may be extended.

Probationary employees may be disciplined or terminated without cause during their initial probationary period, including extensions. They do not have the right to appeal such discipline or termination unless it is in violation of the County's Equal Employment Policy.

An employee who is promoted into a non-bargaining or IAFF position will serve a promotional 90-day probationary period. A promoted employee may be demoted at any time during the promotional probationary period without the right to appeal, unless:

1. the demotion is to a classification with a lower Pay Grade than the classification in which the employee was serving immediately prior to the promotion; or
2. it is in violation of Charlotte County's Equal Employment Policy.

Job candidates may be disqualified from employment consideration for a posted opening for any lawful reason, and may be disqualified from a particular position or from employment with Charlotte County at any time.

In the event of civil emergency conditions as determined by the County Administrator, an employee may be assigned to any duties to fulfill the mission of Charlotte County.

## **PROCEDURE:**

### **A. APPLICATION FILING**

#### **All Candidates**

1. Complete an online Employment Application prior to the posted deadline date. A resume can be submitted in addition to the Employment Application, but not in place of.
2. Thoroughly read the application to ensure the conditions of employment are understood.
3. If claiming Veterans' Preference, the applicant must indicate that they are a Veteran on the agency-wide questions section of the job application, and will also select their Veteran status. Veterans must also upload a copy of their form DD214 showing an honorable discharge, or other official documents issued by the branch of service (such as military discharge papers, or equivalent certification from the Department of Veterans Affairs (DVA) listing military status, dates of service, and discharge type) at time of application submittal. Additional documentation is required for certain categories.

[NOTE: Applications and any corresponding documentation received after the posted deadline will not be considered.

Internal applicants must have successfully completed their probationary period, meet the minimum position requirements, and satisfactorily meet the performance expectations in their current role in order to be considered for a new opportunity. "Rare exceptions" to all requirements can be approved by the Human Resources Director.

Employees are encouraged, but not required, to inform their immediate supervisor.]

### **B. SCREENING PROCESS**

The HR staff screens all employment applications for an open position.

- They ensure applications for the open position were received prior to the posted deadline date and compare the job description of the open position with the Employment Application (and resume if available).
- A list is then generated consisting of names of all applicants who meet the qualifications for the position and any other predetermined desired competencies.

- Notes eligibility for preference in employment status on the eligibility list if qualified applicant is a veteran who has provided the proper proof.

A candidate may be disqualified due to:

- Failure to meet the qualifications for the position,
- The making of a false statement of material fact on the Employment Application,
- Any attempt to use personal or political influence in obtaining employment,
- A previous discharge for cause,
- An inability on the part of the County to locate, by telephone or mail, after reasonable effort,
- Notification to the Human Resources Department they are no longer interested in the position,
- An appointment to another classification with an equal or higher pay grade, or
- Failure to appear for a scheduled interview or examination/test.

Candidates will be reviewed through competitive evaluations or examinations that fairly and impartially test merit, aptitude, experience, and other relevant qualifications.

Competitive examinations may consist of any, all, or a combination of the following:

- **Evaluation of Education, Training, and Relevant Experience** - Used to identify applicants' relevant qualifications for the position being filled.
- **Screening Phone Call or Written Inquiry** – Needed to clarify information contained in the initial employment application.
- **Written Examination** - Used to determine applicants' relevant knowledge, skills, and abilities for the position being filled.
- **Oral interview** – A series of job-related questions consistently asked of each applicant to be interviewed with responses being noted, evaluated, and scored/ranked to identify applicants' relevant qualifications for the position being filled.
- **Performance Examination/Work Sample** – A task that is representative of work actually performed on the job that is assigned to applicants. The purpose is to identify those who already possess the ability to perform a task.
- **Assessment Center** - This may include pencil and paper tests, comprehensive interviews, individual and/or group simulation activities, in-basket exercises, and work-related performance tests.
- **Pre-employment Testing** – Examples include achievement tests, aptitude tests, and honesty/integrity tests.
- **Reference Checks** - Includes the gathering and use of information about applicants regarding academic references, work references, financial references, personal references, or criminal history.
- Any other applicable, job-related criteria that will be fairly and objectively used to determine applicants' relevant qualifications for the position being filled.

If the position classification requires skills testing, HR in conjunction with the hiring department may:

- Determine the type of testing required and the location of such testing.
- Coordinate the scheduling of skills test for candidates
- Monitor the test taking by candidates and grades each test.
- Notify the candidate and the hiring department of results.
- HR will maintain all test scores

[NOTE – Any job-related skill test used to document and certify an applicant's abilities is to be reviewed and approved by HR. Tests must be based on bona fide occupational criteria and administered in a consistent, timely, and uniform basis to all qualified job candidates for the particular classification.]

### **C. THE INTERVIEW**

Interview questions and a scoring matrix will be approved by HR prior to posting. Online guidelines are available on Connect@Work in order to avoid any statement or question which could be perceived as discriminatory or that are otherwise not job-related.

Questions are prepared based on the job description for the vacant position.

A numeric grading system in hiring for the open position should always be used (unless previous consent is obtained from HR).

The hiring department screens applications and resumes and develops a short list of candidates to interview based on desired competencies, taking into account Veterans' Preference. They schedule and conduct interviews.

The hiring department then ranks applicants on a scoring matrix based on all completed evaluation/examinations and sends to HR with a New Hire Selection form which details information about an offer to be made (position title, desired start date, salary, relocation information, special considerations, etc.)

### **D. CANDIDATE REVIEW**

The HR Representative reviews all pertinent information and conducts the background investigation procedure adhering to all federal and state statutes.

[NOTE: The eligibility list will remain in place until the HR Director determines that the list is insufficient and should be replaced not to exceed 90 days.

Any exceptions to County benefits, compensation, policies, or standard terms and conditions of employment must be approved by the County Administrator and reviewed with the Director of HR prior to any commitments being made to prospective employees.]

Offers of employment are not to be extended if serious discrepancies or omissions of fact are uncovered.

### **E. CANDIDATE ACCEPTANCE AND NOTIFICATION**

The HR Representative extends a verbal employment offer to the job candidate. This contingent offer serves to schedule a pre-employment drug test (if applicable), any

necessary physical examinations, and notify the candidate of the background investigation procedure.

After successful completion of all requirements, the hiring manager will be notified, and the candidate will be advised of their start date and new hire orientation date.

[NOTE: If the job candidate is an internal applicant (already employed by Charlotte County) the hiring manager will: (1) coordinate with the employee and the employee's current manager to arrange an appropriate time for transfer, and (2) notify HR of the start date. The hiring manager will complete an Employee Status Change (ESC) form and send it to HR to be filed in the employee's personnel file.]

The HR Representative will then send the candidate an employment offer letter to confirm all pertinent information (applies to both internal and external candidates), and provides paperwork for the candidate to verify the candidate is a citizen of the United States, a permanent resident alien, or an alien authorized to work in the United States by the U.S. Immigration and Naturalization Service.

## DEFINITIONS

### ***Appointment Types:***

***Contract:*** Persons who are contracted to provide employment services under specific and finite terms and conditions. Contracted employment should not exceed six months of employment in any calendar year, unless authorized by the County Administrator or designee.

***Regular full-time:*** Employees who are scheduled to work – or –hired to a position that is budgeted for 40 hours per week or 2080 hours per year, work a regular schedule of at least 40 hours per week throughout the year in an approved and budgeted position and does not provide these services as part of an independent business.

***Regular part-time:*** Employees who work a schedule no more than 25 hours per week throughout the year in an approved and budgeted position and does not provide these services as part of an independent business.

***Seasonal:*** Employees hired for a period not to exceed six consecutive months to achieve specific recurring seasonal activities; for example: Recreation Specialist, Camp Counselor, or Pest Management Specialist.

***Temporary:*** Staff positions anticipated being of short or definitive duration of up to six months (can be full-time or part-time).

***Eligibility List*** – A roster of all of the applicants who meet minimum qualifications of the classification for which recruitment is being done.

***Original appointment*** – A vacancy filled with a new employee which is not the result of re-employment (rehire), promotion, demotion, or transfer.

***Promotion*** - The competitive movement of an employee into a classification having either the same or a higher Pay Grade than the employee's previous classification. The term does not include the reclassification of a position or the reallocation of a classification.

**Re-Hire** – Re-engagement of a former employee who either resigned, retired or is recalled. Recalled employees will have seniority and accruals reinstated.

**Verbal employment offer** – A contingent offer of employment to a job candidate formally presented by an authorized HR Representative. A verbal offer includes information about requirements that must be met before a written offer can be extended (drug testing, physical examination, skills testing, background screening, etc.).

**Written employment offer** – A written letter sent to a job candidate by an authorized HR Representative that confirms all pertinent information (sent after satisfactory results are received in all areas required).

SCHEDULED REVIEW DATE:  
Annually

AMENDED: December 7, 2011; May 14, 2012;  
August 15, 2014; June 23, 2017, June 15, 2020