RECRUITMENT AND SELECTION HIRING POLICY

I. GENERAL

It is the goal of the Fairbanks North Star Borough (Borough) to recruit, employ, and retain the most qualified work force possible.

II. PURPOSE

This policy ensures that all reasonable efforts are made to employ the most qualified applicants by maintaining an effective recruitment and selection process.

III. RESPONSIBILITY

A. Department directors shall ensure that their department staff follows the procedure set forth in this policy.

B. Compliance with this policy is the responsibility of each director, manager, supervisor or other employee who has hiring authority.

C. Human Resources (HR) shall maintain this policy.

IV. POLICY

A. It is the philosophy of the Borough to make reasonable efforts, consistent with legal employment management practices, to employ the most qualified applicants.

B. The Borough will provide equal employment opportunity without regard to race, color, age, religion, sex, sexual orientation, national origin, marital status, changes in marital status, pregnancy, parenthood, covered veteran's status, veteran's disability, physical or mental disability or membership in the Uniformed Services. The Borough intends that all matters related to recruiting, hiring, training, compensation, benefits, promotions, transfers, terminations, layoffs and recalls are free of unlawful discriminatory practices.

C. It is the policy of the Borough to comply with federal, state, and local affirmative action requirements. To accomplish the goals of the Borough’s affirmative action program, the Borough encourages employment applications from and makes special efforts to recruit protected classes.

D. All positions at the Borough, unless otherwise specified by state statute or local ordinance, shall be filled on the basis of merit as demonstrated by the individual’s qualifications, abilities and past work performance, as appropriate.

E. The Borough will conduct background investigations per policy FNSB 65.11 as required.
F. Falsifying information, and misrepresentation or concealment of material facts on an employment application is an act of dishonesty. Current employees who falsify information during the recruitment and selection process will be subject to appropriate discipline. Falsification of information during the selection process is grounds for rejection of the application.

V. PROCEDURE

The purpose of this procedure is to furnish all levels of management with specific guidance for effective personnel recruitment and selection according to the accepted principles of management and in accordance with all applicable employment laws. These procedures and guidelines explain how employees are recruited and hired by the Fairbanks North Star Borough. It is important that all steps are understood and adhered to by those delegated with hiring authority.

A. When a position vacancy occurs, either through attrition or by the creation of a properly funded new position, the hiring authority will:

1. Initiate a Recruitment Requisition Form (Attachment 1).
2. Review and update the pertinent Position Classification-Vacancy Announcement Form (Attachment 2) to assure that it is current. A copy of the most current Position Classification-Vacancy Announcement can be obtained by accessing the HR Intranet website or by contacting the Human Resources Department.
3. Compile lists of questions to be asked during the interview and reference check process. (Attachments 3 and 4)
4. Forward the Recruitment Requisition Form, list of interview/reference questions, and Position Classification-Vacancy Announcement to the Human Resources Department for recruitment action. Care should be taken to ensure the following:
   a) The Org Key (budget control designation) reflects the correct account to which the position is to be charged.
   b) There is sufficient funding in the operating budget for the position and that the position is properly authorized.
   c) The Position Classification-Vacancy Announcement accurately reflects the typical functions of the job, and the minimum qualifications (education, experience, and physical demands) stipulate the minimum entry level credentials required to satisfactorily perform the job duties. Minimum qualifications should not be listed unless justified as essential to satisfactory job performance. Proficiency testing should be noted on the vacancy announcement and a copy of the test attached to the recruitment request form for review and approval.

Changes to the Position Classification-Vacancy Announcement must be reviewed and approved by the Human Resources Director. Changes resulting in more than minimal modifications to the duties/requirements will require a re-evaluation of the position to ensure proper grade placement.
B. The Human Resources Department will:

1. Review and reconcile any deficiencies in the Position Classification-Vacancy Announcement with the hiring department.

2. Forward the Recruitment Requisition Form, list of interview reference questions, Position Classification – Vacancy Announcement, and proficiency test (where applicable) to the EEO representative for EEO compliance. Casual recruitments will be reviewed by the Human Resources Director for EEO compliance. Recruitment action cannot proceed without these approvals.

3. Advertise all vacancies by distributing copies to each department and posting vacancy announcements to the Borough intranet. Generally the minimum advertising period is five (5) days. Positions covered by collective bargaining agreements will be handled according to the terms in the contract(s).

4. For vacancies designated as external, advertising will include, posting vacancies on the Borough Internet Web Site, in the local newspaper, with the State of Alaska Job Center, and on the Borough’s job hot-line. Vacancy announcements will also be distributed via fax or mail to a listing maintained by Human Resources of local organizations, including minority recruitment sources. This assures the broadest possible dissemination to local residents and the female, minority, disabled and veteran community.

5. Additional advertising mechanisms may be used as determined necessary. All alternative forms of advertising, including state wide and national advertisements must be approved by the Human Resources Director or designee.

6. The Borough maintains a temporary pool for casual assignments lasting less than eight (8) weeks in length. The temporary pool consists of clerical/secretarial support, day laborers, lifeguards, etc, and is open for continuous recruitment. Casual positions lasting more than eight (8) weeks will be subject to public advertisement, unless the assignment is made to replace an employee on paid leave, FMLA or leave of absence. In such case, the casual employee can be dispatched from the temp pool and be retained until the regular employee returns.

7. All employment applications must be received through the electronic job application program by the stipulated closing date and time in order to receive consideration.

C. The Human Resources Department, after the stipulated closing date, shall:

1. Perform a preliminary screening of applicants and develop a listing of the top qualified candidates to be interviewed by the hiring department. Applicants that do not appear to meet the minimum qualifications, as noted on the vacancy announcement, will not be forwarded for an interview. Generally, a maximum of five top qualified candidates are sent to the hiring authority for review and a list of alternates is maintained in the Human Resources Department. Applicants that are not selected for
an interview or retained on an alternate list shall be notified that they are no longer under consideration.

2. Provide the hiring department with the top qualified candidates’ employment applications and a blank Applicant Evaluation Assessment Form (Attachment 6) and Reference Check form. HR will remove all information identifying an applicant as a protected class prior to releasing the application to the Hiring Authority.

D. The Department Director or designee will perform the following selection activities:

1. Review the forwarded employment applications. If the hiring department does not agree with the applications that were forwarded from Human Resources, they may request a review and reconsideration by submitting a written request to the Human Resources Department that includes applicable justification for the reconsideration. Reconsiderations can only be made with the approval of the Human Resources Director and/or EEO Officer.

2. Establish an interview schedule for the applicants. For positions requiring a driving record, advise applicants to bring a copy of their current (within last 60 days) driving record to the interview. The hiring department will review the driving record to ensure the applicant meets the required criteria as stipulated on the vacancy announcement and/or identified by the Risk Management Department for insurability. For assistance deciphering the driving record, contact Human Resources/Risk Management. Applicants not meeting the driving criteria will not be selected for hire.

3. Place a copy of the driving record with each individual application when sending the applications back to Human Resources.

4. Conduct an employment interview with each of the forwarded applicants. For FLSA exempt level positions, a Human Resources staff member will participate in the interview/selection process.

5. Questions asked during the interview must deal specifically with job credentials (Attachments 3, 4 and 5) and should not deviate from the questions approved by HR and EEO. Answers to interview questions should be documented. Clarifying follow-up questions, relating to the main question asked are appropriate. The interviewer may also ask clarifying questions regarding the information provided on the application/resume.

6. Proficiency testing (e.g. typing, dictation, grammar, or any form of vocational test, etc.) is recommended to appropriately assess the applicants’ knowledge and skill. Proficiency tests must be job related and designed to determine skill level that is required for the position. The EEO Officer and the Human Resources Director must approve all proficiency testing in advance. Proficiency testing must be noted on the vacancy announcement.
7. Conduct past employment/reference checks on finalists (Attachment 5). Ask only pre-approved reference questions. Employment/reference checks are required for all positions.

8. The hiring department will complete the Applicant Evaluation Assessment Form (Attachment 6), in detail and will reflect the specified ranking order of applicants on that document. Applicants who decline an interview must be indicated on this form. No employment offer, verbal or otherwise, shall be made at the department level. Offers of employment are the responsibility of the Human Resources Department. The packet of applications and accompanying documentation, including interview notes, other selection material, and a completed Personnel Action Form, will be returned to the Human Resources Department for approval and processing. If none of the applicants are suitable for the position, the applications will be returned to Human Resources, noting the reasons on the Applicant Evaluation Assessment Form. Human Resources will review the original recruitment file to determine if there were any additional candidates (alternates) that can be considered prior to reopening the position.

E. After the interview process is complete, the Human Resources Department shall:

1. Review the Applicant Evaluation Assessment Form and all relevant documentation. This will include a review by the EEO Officer and/or Human Resources Director. The hiring department will be responsible to respond to any questions or concerns from the Human Resources Department or EEO Officer.

2. Conduct background investigations on successful applicants being considered for positions that require a level of trust with children, youth and the mentally and physically disabled. In addition, other sensitive positions that deal with or are responsible for the organization's finances or sensitive records will also be subject to background investigations. These background investigations may include criminal, financial, credit checks, educational institution attendance confirmation, and degree and certification validation, in addition to others. (Refer to Background Investigation Policy – FNSB 65.11)

3. After review of the process by the Human Resources Director and the EEO Officer, the Human Resources Department will make a job offer to the successful candidate, conditional upon completion and review of the Notification of Previous Injury or Illness form and any other required medical examinations/tests as specified by the job category.

4. The final job offer for regular employment must be in writing and will outline the employment conditions including job title, number of hours worked, amount of pay and start date.

5. Notify the unsuccessful applicants. External applicants will be notified in writing. Internal applicants will be notified telephonically or in person.
F. All newly hired employees are required to comply with the following:

1. After a new employee is hired, if it is determined that false information was provided on the application or during the interview, the employee may be subject to immediate termination.

2. To comply with the Immigration Reform and Control Act of 1986, as amended, all new hires are required to present, upon hire, to the Human Resources Department certain documents that established their authority to work in the United States. All new employees are required to complete an Employment Verification Form I-9. An employee is allowed three days to furnish the required documentation to verify citizenship and work authorization. Failure to do so will result in immediate dismissal without recourse.

3. All new hires are required to complete a Notification of Previous Injury or Illness form. This form shall be completed before a new employee begins work. This form is confidential and shall be placed in a separate medical file. The information required by this form is used for resolving any future Worker’s Compensation claims.

4. All new hires in safety sensitive positions will be required to submit to a drug test, and may be subject to an ICC physical. (Refer to Substance Abuse and Alcohol Testing for Safety Sensitive Employees Policy FNSB 65.06.) Testing will be conducted at the Borough’s Medical Review Officer’s facility prior to the start of employment.

5. To comply with IRS regulations, all new hires are required to complete a Form W-4. This form shall be completed before a new employee begins work.

6. To comply with Social Security Administration (SSA) regulations, all new hires are required to produce an original Social Security Card (SSC) to one of the Human Resources Department staff before they begin work. The Human Resources staff member will photocopy the employee’s SSC and place the copy in a payroll file. The employee’s name and social security number will be entered into the payroll system exactly as it appears on the SSC in compliance with SSA formatting requirements.

7. If an employee cannot produce an original SSC, they must apply for a new or duplicate card at the SSA office prior to beginning work. The SSA office will issue a statement letter verifying the name and SSN and stating that a new or duplicate card has been applied for and sent to the employee. The new hire must present this statement letter to Human Resources Department prior to beginning work. The employee will then have forty-five (45) days from date of hire to produce the original SSC to the Human Resources Department. Failure to do so will result in immediate dismissal without recourse.

8. In the course of employment with the Borough, if an employee obtains a legal name change, their payroll records will not be changed to reflect the name change until the employee produces an original SSC to the Human Resources Department staff showing the new name and SSN match. The new card will be photocopied and placed in the employee’s secure payroll file.
9. A new hire orientation will be scheduled with one of the Human Resources staff. The orientation will provide information on benefit programs, Borough policies and procedures, safety procedures and hazards in the workplace, and allow for collection of new hire paperwork. Employees will be required to attend a departmental specific orientation/safety briefing provided by the hiring department.

10. A photo ID card will be issued to all regular employees.

VI. SUPPLEMENTAL INFORMATION

A. References –
1. FNSB 2.32
2. AS 18.80.222
3. AS 44.19.450 -- 44.19.458
4. AS 39.25
5. Laborers’ Local Union 942 Collective Bargaining Agreement
6. APEA Collective Bargaining Agreement
7. ASEA/AFSCME Local 52 Collective Bargaining Agreement
8. Immigration Reform and Control Act of 1986
9. FNSB Affirmative Action Plan, Current
10. Alaska Worker’s Compensation Act
11. Internal Revenue Code
12. Social Security Administration Publication 20-004.
13. Federal Insurance Contribution Act

B. Definitions –

1. **Casual Employee** – is a person who is employed in a temporary (non-benefit eligible) capacity for a period not to exceed nine hundred (1,040) hours in a one (1) calendar year period. Casual employees exceeding the specified hours in a calendar year will be immediately terminated from Borough employment unless the current assignment is to replace a regular employee on leave (including FMLA, Leave of absence or paid leave). In such a case, the casual employee may be retained until the regular employee returns. Casual employees are not eligible for any fringe benefits. Regular employees are not allowed to hold a casual position while employed by the Borough in a regular position.

2. **Confidential Employee** – an employee who assists and acts in a confidential capacity to a person who formulates, determines and effectuates management policies in the area of collective bargaining, and is excluded from the Bargaining Unit.

3. **Internal** – Vacancy announcements available for current employees only and may be limited to members of a specific bargaining unit as required in
the collective bargaining agreement or current regular borough employees.

4. **Supervisor** – An employee having substantial responsibility on behalf of the Borough who regularly participates in the performance of all or most of the following functions: employ, promote, transfer, suspend, discharge or adjudicate grievances of other employees, if in connection with the foregoing, the exercise of such responsibility is not of a routine nature, but requires the exercise of independent judgment. This definition will not include lead workers.

C. Attachments –

1. Recruitment Requisition Form
2. Position Classification Vacancy Announcement
3. Sample Interview Questions
4. Sample “Don’t Ask” Interview Questions
5. Sample Reference Questions
6. Applicant Evaluation Assessment Form

D. Revision History

<table>
<thead>
<tr>
<th>Supersedes Policy No.</th>
<th>Effective Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>35.03</td>
<td>06/23/89</td>
</tr>
<tr>
<td>35.02</td>
<td>12/31/90</td>
</tr>
<tr>
<td>35.02.01</td>
<td>12/31/90</td>
</tr>
<tr>
<td>35.02</td>
<td>01/01/01</td>
</tr>
<tr>
<td>35.02.01</td>
<td>01/01/01</td>
</tr>
<tr>
<td>35.03</td>
<td>01/01/01</td>
</tr>
<tr>
<td>65.02</td>
<td>10/09/03</td>
</tr>
<tr>
<td>65.02</td>
<td>07/17/09</td>
</tr>
<tr>
<td>65.02</td>
<td>08/15/12</td>
</tr>
</tbody>
</table>