



## CHESTERFIELD COUNTY ADMINISTRATIVE POLICIES AND PROCEDURES

Department: Human Resources

Policy Number: 6-7

Subject: Employment Policy

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### I. INTRODUCTION

This administrative procedure establishes a recruitment and selection program that promotes Equal Employment Opportunity for all applicants and will assist departments in receiving highly qualified applicants in a timely manner.

This procedure governs the filling of all positions within county government. All full-time vacancies will be advertised externally to ensure equal opportunities, except for emergency situations, or those exempt by the Code of Chesterfield County including department directors, or to avoid a reduction-in-force due to the elimination of position funding, as approved in writing by the County Administrator. When recruiting and selecting for those positions exempt by the Code of Chesterfield County, including department directors, processes may vary from standard county employment practices.

In special circumstances, the Director of Human Resources (Director of HR) or designee may approve voluntary demotions. Part-time positions may be exempt from advertisement with justification and HR approval.

For information on criteria required to reinstate a former employee, refer to Chesterfield County Personnel Policies section 3-10.

### II. DEFINITIONS

- A. **Vacancy Listing** – A listing of current vacancies, published by Human Resources (HR).
- B. **Closing Date** – The last date on which an application will be accepted for consideration for a vacancy. No applications will be accepted after the closing date unless the announced period is extended or readvertised.
- C. **Demotion** – The voluntary or involuntary assignment of an employee to a different position in a classification with a lower salary grade than the employee's current position.
- D. **Internal Recruitment** – The advertisement of a position only open to current county employees (i.e., full-time, part-time, temporary).
- E. **Pre-employment Drug Testing** – A requirement for all candidates who have received a tentative offer of employment. No selection can be effective until final negative drug screen results are received by HR. Refer to administrative procedure 6-19, Alcohol and Substance Abuse policy, for further information.
- F. **Promotion** – The selection of a current employee in a competitive recruitment process to fill a position in a classification having a higher salary grade than the employee's current position.
- G. **Recruitment Process** – Procedures followed to fill a vacant position.
- H. **Selection Packet** – The documents returned by the department indicating the candidate selected for the position. The packet includes a completed Interview/Selection Form, Interview Evaluations, Reference Check Forms, and all other supporting documentation. The official, written job offer cannot be sent from HR until a complete selection packet is approved by HR. See specific requirements for each form in Section III.

- I. **Transfer** – The voluntary or involuntary assignment of an employee to a different position with the same salary grade, resulting from recruitment or managerial action.
- J. **Vacant Position** – An unfilled position or one for which the supervisor has received notification of resignation.
- K. **Veteran** – Any person who has received an honorable discharge and has (1) provided more than 180 consecutive days of full-time, active-duty service in the armed forces of the United States or reserve components thereof, including the National Guard, or (2) has a service-connected disability rating fixed by the United States Department of Veterans Affairs.

### III. FORMS

The following forms are available on the HR intranet site. Where possible, these forms can be completed online.

- A. **Criminal Background Information Form** – The Criminal Background Information (CBI) form is completed by candidates during the first interview. The CBI form provides the interview panel with information about a candidate's criminal history that may help the panel with the selection process.
- B. **DMV Information Request Form (CRD 93)** – This form is completed by each candidate during the interview and is used to obtain authorization for the release and review of DMV records for DMV designated positions.
- C. **Employment Application** – An employment application is required of all applicants interested in county employment. Applications must be submitted online no later than 11:59 p.m. on the specified closing date. Resumes are accepted only as a supplement to the county application.
- D. **Interview Evaluation** – This form is completed by the department on each candidate interviewed and is used to provide documentation of the selection decision. If an interview panel is used, only one form should be submitted to HR for each candidate interviewed. It should represent the collective assessment of the interview panel members.
- E. **Interview Schedule** – The schedule identifies all candidates scheduled for or offered interviews as well as the status of each interview.
- F. **Interview Selection Form** – A completed form is required, shall be signed by the Department Director or authorized signer, and shall be included in the returned selection packet.
- G. **New Employee Orientation (NEO) Schedule** – This schedule contains deadlines for new hire paperwork to be submitted to HR in order for new employees to attend orientation. The schedule is updated annually and can be found on the HR intranet site.
- H. **Personnel Requisition** – The requisition is submitted electronically and is used to create the job posting in the online application system.
- I. **Previous Employment Form** – This form is used to document any positive drug tests or refusal to test, within the past three years, if the individual was employed in a position requiring a Commercial Driver's License (CDL). HR initiates the processing of this form. The form must be completed before the selected candidate for a CDL position is permitted to perform safety sensitive duties. For a sample copy, contact HR.
- J. **Reference Check Form** – This form is used by the department to document employment references of the top candidate(s) for the position. The reference form(s) must be returned with the selection packet.
- K. **Screening Information Form** – This form is used by the department to document the criteria used to screen applications and must be returned with the selected packet.

- L. **Selected Candidate Notification Form** – This form is used by the department to notify the selected candidate that as a condition of employment, all new hires are required to undergo drug testing, an FBI criminal background check, and education verification. The selected candidate must sign this form which will be submitted by the hiring department to HR, along with the selection packet. Public Safety departments have a more extensive pre-employment background investigation process and are therefore, not required to use the Selected Candidate Notification Form.
- M. **Vacancy Listing Schedule** – This schedule contains deadlines by which Personnel Requisitions must be submitted electronically to HR and received by HR to advertise positions. The schedule is updated annually and can be found on the HR intranet site.

#### IV. PROCEDURES

##### A. Recruitment

1. The department initiates the recruitment process by submitting an online personnel requisition to HR. Departments must have full funding and an authorized position number in order to fill a position. The Personnel Requisition will identify vacancies by the position numbers and must be submitted by the HR liaison.
2. The department selects the internal or external recruitment option. The decision to advertise internally shall be based on factors such as the diversity and availability of potential qualified internal applicants. To ensure that a diverse and qualified applicant pool exists within the county, HR will only approve internal advertisements if the potential internal applicant pool consists of a minimum of 25% minority and 25% female employees. Internal recruitments shall be approved by the Director of HR or designee. Also, positions at Grade 115 (\$12/hour pay structure) and Grade 215 (\$16/hour pay structure) or higher are not available for internal advertising, unless otherwise permitted by county code.
3. All vacancies will be posted on the county Internet website. Internal recruitments will be designated as such and open only to current county employees. However, the same application procedures apply.
4. All job advertisements and publications are effective for a minimum of one week, but departments may request additional advertising time on the Personnel Requisition. If a department requests that a position be advertised in professional journals, a longer advertising period should be designated. When the applicant pool is not satisfactory to the department, the department may submit an online requisition to readvertise the position.
5. HR will charge departments for costs associated with media advertisements by submitting an Interdepartmental Transfer (IDT) to the accounting department. Submission of a Personnel Requisition to HR will serve as authorization to charge the department for advertising expenses. HR will notify the department of the amount of the charge prior to generating the billing. Charges will be entered by the accounting department to the general ledger.

##### B. Application Screening and Distribution

1. HR will electronically forward applications to hiring departments after the closing date for each recruitment period. Departments may elect to have applications screened and ranked based on supplemental questions prepared by HR. These questions will be included on the application for the position. If departments elect to use the screening tool, they must do so at the time the Personnel Requisition is submitted to HR. The screening tool may only be used as a supplement to the screening process, not a

replacement. All applications forwarded to the hiring departments shall be screened by the hiring department.

2. After the closing date, HR will exclude any applicants who are not eligible for employment within the county prior to electronically forwarding applications to the department.
3. Information related to applicant pools or specific applicants is considered confidential and should only be made available to individuals directly involved in the selection process or who have a legitimate business need to know.
4. To be considered for employment opportunities, individuals must be age 16 or older at the time of hire.

### **C. Interviewing**

1. The department director or designated staff has the final authority for interviewing and selecting candidates for interviews. HR staff will assist departments with additional application screening upon request.
2. Consistent with the requirements of the Va. Code § 15.2-1509, a veteran's military service shall be taken into consideration by the hiring department during the interview and selection process, provided that such veteran meets all of the knowledge, skill, and ability requirements for the position. Additional consideration shall also be given to veterans who have a service-connected disability rating fixed by the United States Veterans Administration.
3. Interview questions for all candidates must be consistent and job related. Departments must submit a copy of all interview questions used for each interview at the conclusion of the process. It is permissible during an interview for the panel to review the Criminal Background Information form and ask candidates to explain the circumstances that led to any convictions listed on the form. Any follow-up questions should be respectful and job related. The panel is not required to ask any questions about the conviction(s). It is not permissible to ask candidates questions related to arrests or misdemeanor convictions, unless otherwise permitted by state or federal law.
4. During the interview and throughout the recruitment and selection process, it is not permissible to ask candidates about their current or prior salary.
5. The use of pre-employment exercises should be considered carefully. Written exercises should not be scored or ranked but complement the interview process. HR approval is required prior to the use of pre-employment exercises each time the exercise is to be used as part of the selection process. A blank copy of the written exercise, including HR approval, must be included in the selection packet.
6. An interview schedule must be included in the selection packet, along with detailed information on the status of each interview. If applicants withdraw from consideration, the reason should be noted on the schedule.
7. If the position requires a DMV record check, HR will conduct the check and screen the applicant's driving record in accordance with Risk Management Policy #13-1. The DMV check will only be conducted on the top applicant for a position prior to the hiring department making a job offer, unless an exception is approved. DMV checks can be requested for any candidate who completed the interview and signed a DMV Information Request form (CRD 93). Departments must notify HR to conduct the DMV check and allow 24 hours for processing.

Hiring departments will not be provided with copies of an applicant's DMV record. HR will inform hiring managers, via email, that the candidate has an "acceptable" or "unacceptable" driving record as defined by Risk Management Policy #13-1.

This DMV check requirement shall not apply to public safety departments that conduct their own DMV record checks.

8. An Interview Evaluation Form shall be completed to document each interview. Only one form per interview panel should be submitted to HR for each candidate interviewed.

The reference check is an important part of the pre-employment background process and past job behavior is the best predictor of future behavior. Reference Check Forms shall be completed on the most qualified candidates(s) being considered for selection and included with the selection packet. The hiring department shall obtain verbal consent from the applicant prior to contacting references. All attempts made to contact professional references must be documented on the Reference Check form and submitted with the selection packet. In instances where the candidate's professional references are unavailable, the hiring department can accept a candidate's past performance evaluation. If the candidate is self-employed, a professional reference is acceptable. The interviewing supervisor is strongly encouraged to review the personnel file of an internal candidate who is considered a top candidate for a position. If the hiring department is satisfied with the review of the personnel file, in lieu of a professional reference, the hiring department can document that the personnel file was reviewed on a Reference Check Form. The personnel file can be obtained for review at HR.

9. Applicants for Commercial Driver's License positions are required to complete a Department of Transportation (DOT) release of information form. This form shall be sent to employers listed in Section I-B of the release form. Employers are required by DOT to provide certain information related to drug testing of prior employees who possess a CDL license.
10. Salary, benefits and possible starting dates may be discussed during the interview process. However, no job offer or commitment, either verbal or written, should be made prior to completing interviews, evaluating all candidates and checking references.

#### **D. Selection**

1. Following a selection decision, the department will make a conditional verbal offer. The department must indicate acceptance of the contingent offer, salary, (in accordance with county policy) and starting date on the Interview Selection Form. The selection packet, including the Interview Selection Form, Interview Schedule and Evaluations, Screening Forms, Reference Check Forms, and all other supporting documentation must be uploaded electronically with all required documents and free of errors to HR by 5 p.m. on the designated deadline date for review and approval. Official job offers are extended (in writing) by HR only after a thorough review of a correctly submitted selection packet. Incomplete documentation may delay hiring or affect the promotion or transfer date.
2. HR will review the packet to ensure all forms are correctly completed, potential EEO, ADA or internal equity issues are addressed, and that the documentation is consistent with selection recommendation. The hiring department or designee is responsible for retaining interview notes, completed work samples, assessments and other supporting documentation for three years following the hire date of the selected candidate. After

the review and approval of a correctly submitted packet, HR will send the new employee the official offer letter and schedule the employee for orientation.

3. Departments may only offer a salary within the advertised range of the job posting. If a department chooses to offer a salary outside of the advertised range, the department will be required to readvertise with the appropriate salary range. No exceptions will be honored.
4. Departments may conditionally offer a candidate a salary in the first or second quartile (50%) of the position's range. Salary guidelines related to internal promotions or transfers are outlined in the Classification and Compensation Plan. For second quartile hires, the hiring department must research salaries of current employees within their department and take this information into consideration when making verbal salary offers. Written justification should be provided to HR, along with the Salary Review Report Template to include a list of all department employees in the same job classification and salaries (including selected candidate) and a summary of the selected candidate's education and experience, in conjunction with the selection packet. Requests above the third quartile of the position's range require the County Administrator's approval. When determining a starting salary, departments should consider all job-related knowledge, skills and abilities the new hire will bring to the position including, but not limited to, fluency in sign language or foreign languages helpful to the customers served, special certifications and years of directly related work experience. Departments must be aware that final approval is required by HR and incompatible salary offers may require the hiring department to rescind verbal second quartile salary offers.
5. The start date for new, transferred, or promoted employees shall coincide with orientation dates.
6. Pre-employment drug testing of candidates must be scheduled and completed no later than the Monday before the orientation date to ensure results are received prior to the candidate's orientation/start date. Failure to complete the drug test by the Monday before orientation will affect the candidate's scheduled start date. Job offers are contingent upon prospective employees passing the drug test.
7. All new employees will be scheduled to attend employee orientation. This includes part-time or temporary employees who are hired or promoted into a full-time position. All employees are required to attend the onboarding portion of employee orientation on day one. However, if advance approval is received from HR, full-time students whose attendance at orientation would require them to miss school; temporary, part-time employees who work a second job and whose attendance would require them to miss work from the non-county job; and, part-time employees whose jobs have an anticipated duration of six months or less will not be required to follow the two-day new employee orientation schedule. The hiring department will be responsible for ensuring that those employees not attending portions of new employee orientation receive all information and training covered during orientation within the first two months of employment.

#### **E. Exceptions to Policy**

1. Departments may be permitted to hire two or more candidates from the same pool of applicants if justification is provided and the subsequent vacancy occurs within six months of the advertisement. The subsequent vacancy must be of the same

classification, the job duties must be identical to those written in the job advertisement and the request must be submitted to HR in memo format or by email.

2. In order to increase the potential applicant pool, departments are encouraged to advertise part-time positions. However, under special/critical circumstances, departments may be permitted to fill temporary or part-time positions without advertising. Requests shall be submitted to HR in memo format or by email.
3. In unique circumstances, HR may approve hiring a part-time or temporary full-time employee into a permanent full-time position without advertising the position if all three of the following criteria are met:
  - a. The employee has worked in the same job classification, performing the same duties as the full-time position for an extended period of time (a minimum of six months)
  - b. Funding for the full-time position has been approved
  - c. Written justification is provided, and HR approves the request due to the uniqueness of the circumstances and the technical skill level of the employee
4. To expedite the hiring process, all written requests may be sent to HR through the county's email system. Emails should be sent directly to the Employment Team in HR. Requests that require the Director's or designee's review and approval will be forwarded by the Employment Team.
5. In unique instances, the Director of HR, or designee, may approve other exceptions to this policy, as needed, to assist hiring departments in maintaining appropriate staffing for critical operations.

**F. Notification**

1. Once the review process is complete, HR will send the official letter confirming employment to all new full-time and part-time employees except when a department has been authorized by HR to perform such function. If desired, the department may notify temporary, transferring or promoted employees in writing/via email. A copy of such notification must be provided to HR.
2. Once the hiring decision has been made, the hiring department should correspond with all candidates interviewed but not selected. Whenever feasible, the department should correspond with those who applied for the position, even if they were not granted an interview.

**G. Cancellation**

1. If it becomes necessary to cancel the recruitment process, the department shall notify HR in writing through the county's email system.
2. Once the decision to cancel has been made, the hiring department is responsible for notifying all applicants that recruitment for a designated position has been canceled.

**H. Transfers/Demotions**

1. Department directors are permitted to transfer employees, within their department, into vacant positions without advertising under the following condition:

The employee transferring must be employed in the same job classification (job title) and employment status (part-time/full-time).
2. Deputy County Administrators, after consultation with the Director of HR, are permitted to reassign employees between departments within their respective divisions

as listed below. Refer to the Classification and Compensation plan for details on pay adjustments.

- a. Transfer: The transfer must be to a position within the same salary grade level, and the employee must possess the minimum qualifications for the position.
  - b. Demotion: The demotion must be to a position in a lower salary grade level than the employee's current position, and the employee must possess the minimum qualifications for the position.
3. Department directors are permitted to demote employees, within their department, into vacant positions without advertising, if the demotion has been approved by the Director of HR.

#### **I. Education Verification Process**

1. HR verifies U.S. college degrees identified on employment applications for all newly hired and for all internal hiring actions (e.g. promotions, transfers to another department, demotions to another department, part-time to full-time). The degrees are verified through a national education verification clearinghouse.
2. If a U.S. college degree cannot be verified through this process, HR will contact the education institution directly. In cases where an employee's U.S. college degree cannot be verified by HR, the employee is required to provide an official copy of their college transcripts or an original diploma to HR within 14 calendar days of HR's request. If the documents provided are complete and are official, the verification of the degree is considered to be satisfied.
3. Newly hired employees and for all internal hiring actions (e.g. promotions, transfers to another department, demotions to another department, part-time to full-time) holding a non-U.S. degree must provide an official copy of their college transcripts or an original diploma to HR within 14 calendar days of HR's request. The college transcripts or an original diploma must be submitted in a format that can be evaluated by an education credentialing company for verification at the county's expense.
4. If a degree cannot be verified through any means, there will be a presumption that the employee falsified the employment application, which may result in the employee's termination.

#### **J. Relocation Allowances**

1. In unique instances, the county may offer relocation allowances that are reasonable and customary for new employees moving to the Richmond Metro region for a position with Chesterfield County.
2. Taxes will be withheld from the relocating employee's paycheck for relocation expenses reimbursed, which are determined to be taxable under the IRS code.
3. Relocation allowances must be reviewed and approved by the Director of HR.