

**5.0 - RECRUITMENT, SELECTION, PROMOTION, AND APPOINTMENT**

**5.1 General Policy** – It is the policy of the City of Coral Gables:

**5.1.1** – To recruit, select, promote or appoint employees based on suitability for a given classification without regard to race, color, religion, age, sex, sexual orientation, marital status, familial status, national origin, veteran status (please also see 5.1.4 below), disability, genetic information or any other legally recognized status entitled to protection under local state or federal anti-discrimination laws.

**5.1.2** – To attract and retain qualified employees who meet or exceed the minimum requirements for each position.

**5.1.3** – To support the concepts of affirmative action.

**5.1.4** – To comply with all state and federal laws for veterans. This includes laws prohibiting discrimination on the basis of veteran status and laws granting preferences to eligible veterans and spouses of veterans (see, e.g., Chapter 295, Florida Statutes).

**5.2 – Authorization to Fill Vacancies** – Before any vacant position is filled by a Department Head, the Finance Assistant Director for Management and Budget must certify that a vacancy exists and the vacant position must be approved by the City Manager and the Finance Director or appropriate designees to be filled via an Employee Requisition Form. The Human Resources Director, in coordination with the Department Head, will also determine if the position is properly classified and review the job description prior to advertising.

Vacancies may be filled pursuant to the following:

**5.2.1** – From a re-employment list containing the names of employees who have been laid-off as provided in the Collective Bargaining Agreement(s).

**5.2.2** – By promotion or transfer of a present employee, who meets the requirements and qualifications necessary to adequately perform the duties of the position.

**5.2.3** – By hiring a person who meets the requirements and qualifications necessary to adequately perform the duties of the position, and who is not presently employed by the City.

**5.2.4** – Subject to the approval of the City Manager in order to provide for an efficient succession within the organization upon the separation of an Assistant City Manager or Department Director, there may be a transitional period, not to exceed 4 weeks, whereby the individual separating and the individual filling the vacancy are employed simultaneously.

**5.3 – Announcement of Vacancies** – After it has been determined that a vacancy exists and an employee requisition has been approved and received by the Human Resources Department, the position shall be posted in the Human Resources Department's web page for a minimum of seven (7) calendar days for internal and/or external applicants. Depending on the position and available budget, as needed some positions may be posted in various external professional websites, journals and publications.

**5.4 – Application** - All applicants are required to complete and submit an online application accessible through the City's website.

**5.5 - Pre-Qualification Process**

**5.5.1 – Review of Applications for Minimum Qualifications** - The Department of Human Resources will review all applications submitted via the City’s website (NEOGOV) for minimum qualifications and will provide the operating Department Director or designee with the top 10 applications. Should a department elect to receive all applications, the timeline and interview process responsibility will rest with the respective Director making the request. The operating Department Director or designee may request in writing to have the option of only receiving internal applications. Otherwise, Human Resources will provide the highest ten (per number of vacancies) qualified internal and external candidates to the department for review. The Department Director or designee will have two weeks to review applications and provide the Department of Human Resources with a minimum of three qualified candidates to be interviewed. Prior to the interview, the identified selected candidates will be given a job specific test (if position requires a specific set of skills). Candidates who pass the corresponding test will proceed to the interview process.

**5.5.2 – Preliminary Review**- Once the operating Department Director or designee identifies the applicants to proceed to interview, the Human Resources Department shall proceed to conduct preliminary checks, including review of the application, resume and any other document(s) submitted.

**5.6 – Interview Process and Selection**

**5.6.1- Interview Questions** – The Department of Human Resources will draft interview questions based on the job description and will obtain input from the operating Department Director or designee. Applicants will be asked a series of questions formulated based upon the essential job functions, required knowledge, skills, and abilities of the position that has been pre-approved by the Department of Human Resources. The common competencies or categories used for interview questions will be as follows; General Background and Education, Job Knowledge and Experience, Behavioral Characteristics, and other areas as applicable for the job.

**5.6.2 - Panel Members** – The Department of Human Resources will coordinate all panel interviews. To the extent possible, it is important that the same panel members interview all applicants in a given appointment process (i.e. on-site and/or via phone or Skype) in order to increase consistency and standardization of the assessment and to provide input in the selection. Interviews held for managerial level roles are conducted by a panel composed of at least five members. Managerial level classifications include; Assistant Directors, Division Managers and equivalent ranks in Police and Fire classifications. The interview panel members for managerial level roles will consist of; an Assistant City Manager or designee, the Human Resources Director or designee, the Department Director or designee of hiring department, an external Subject Matter Expert (SME), an internal Subject Matter Expert (SME) who can be a Director not of the hiring department, or a Division Manager of hiring department. The City Manager reserves the right to deviate from the procedure based on the needs of the respective position(s).

Interviews held for positions below those in the managerial level classification will be conducted by a panel composed of at least three panel members. The workforce covered under these groups are; Teamsters and General Excluded, and equivalent ranks in Police and Fire classifications. The interview panel members will consist of; the Human Resources Director or designee, the Department Director or designee, and an internal Subject Matter Expert (SME) who can be a Division Manager or Supervisor of the hiring department. Consideration should be given to the potential panelist’s area and level of expertise. Each panel member shall sign off on the “Interview Panel Nepotism Acknowledgment Form”.

Efforts should be made to have interview panelists reflect the diverse backgrounds of the applicant pool (as available).

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**5.6.3 - Scheduling of Interviews** - The Department of Human Resources will schedule the applicants for interview based on the operating Department Director or designee selection of qualified applicants as outlined in this policy. The Department Director or designee, may request to interview only internal candidates who meet the minimum requirements and based on position knowledge.

**5.6.4 -Interview Ratings** - Every panel member will individually score the applicant’s responses to each question (a maximum of 20 questions) on an *Interview Rating Sheet* with a rating scale of 1 to 5, 1 being unsatisfactory and 5 being outstanding as shown in the below chart.

| <b>INTERVIEW RATING SCALE</b>   | <b>RATING GUIDE</b>   |
|---|---|
| <p>5 – <u>Outstanding</u> - Applicant is exceptional; recognized as being far superior to others.</p> | <p>Candidate’s response contained many, if not all, of the target behaviors. His/her responses indicate well-developed skills and aptitude for that competency, which would most likely lead to job success. The person’s responses are of superior quality for this job.</p>   |
| <p>4 – <u>Above Average</u> - Applicant clearly exceeds position requirements.</p>                    | <p>Candidate’s response covered some of the target behaviors, but not quite at the level that would be ideal for that competency. Still, the quality of the person’s answers leads you to believe that he/she would be successful with some additional exposure and/or training.</p>  |
| <p>3 – <u>Average</u> - Applicant is competent and dependable. Meets standards of the job.</p>        | <p>Candidate’s response covered some of the target behaviors, but not quite at the level that would be ideal for that competency. Still, the quality of the person’s answers leads you to believe that he/she would be successful with some additional exposure and/or training.</p>  |
| <p>2 – <u>Poor</u> -Applicant is deficient or below standards required of the job.</p>                | <p>Candidate’s response covered some of the target behaviors, but not quite at the level that would be ideal for that competency. Still, the quality of the person’s answers leads you to believe that he/she would be successful with some additional exposure and/or training.</p>  |
| <p>1 – <u>Unsatisfactory</u> - Applicant is generally unacceptable.</p>                               | <p>Candidate’s response contained very few of the target behaviors. Either the behaviors he/she discussed were not at, or even close to, the level indicated in the target behaviors, or the person did not give you enough information for you to have confidence that he/she has that competency at the level needed for success.</p> |

**5.7 - Selection of Candidate** - At the conclusion of the interview process, the Human Resources Director or designee will collect the interview rating sheets from all panel members and will tally the results at a later date. The maximum score an applicant can receive is 100 points (an average total score is obtained by adding each panel members’ scores and dividing by the number of panel members). The applicant who obtains the highest score will be recommended as the highest qualified candidate to fill the position. The recommendation will be forwarded by the Department of Human Resources to the Department Director for his/her approval. If the Department Director does not concur with the recommendation of Department of Human Resources, the Director will be required to seek approval from the Assistant City Manager through a memorandum, justifying a change in the recommendation of the selection.

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**5.8 – Approval Process** - Once the Department of Human Resources determines the selected candidate the following applies:

**5.8.1- External Candidates** - If the vacancy is a non-bargaining (Excluded) position, and the selected candidate is an external applicant, the recruitment and selection process is completed in accordance to the aforementioned policy. Once a candidate has been identified for selection, the Department of Human Resources will confirm all appropriate documentation is in order (documentation includes verification of prior employers, education, references, etc.). The Department of Human Resources will then issue a conditional offer to the applicant. (At times, negotiation of salary takes place.) Once the candidate passes the conditions of employment (clears fingerprints, extensive background as required based on excluded level positions, medical/drug test), then the Department of Human Resources will place the candidate's name in the "Weekly Hiring Summary for City Manager Approval to Proceed with Final Offer" that is sent to the Assistant City Managers and the City Manager for final approval. Once the aforementioned is approved, the Department of Human Resources will notify the operating Department Director and applicant/candidate and a start date will be established.

**5.8.2 – Internal (Excluded Candidates)** - If the vacancy is a non-bargaining (Excluded) position, and the selected candidate is an internal applicant, the Department of Human Resources will prepare the "***Internal Promotions Review Form***". Upon reviewing results of the interview rating sheet, the Department of Human Resources will forward to the Department Director for approval. The Department Director will then forward to the Assistant City Manager and City Manager for final approval. Once final approval is received from the City Manager, the Department of Human Resources will issue a promotional letter to the employee.

**5.8.3 – Internal (Teamsters Candidates)** – If the vacancy is in a Teamsters position, the highest rated internal applicant will be considered based on comparison pursuant Article 31 of the Teamsters CBA. The comparison will be performed against other internal candidates who were interviewed. The Department of Human Resources will prepare the Article 31 of the Teamsters CBA analysis after the interview process is complete and upon review and scoring of the interview rating sheets. "Teamsters Article 31 Comparison". Once the analysis has been reviewed by the Human Resources Director, it will then be forwarded to the Department Director for approval. The Department Director will then forward to the Assistant City Manager and City Manager for final approval. Once final approval is received from the City Manager, the Department of Human Resources then issues a promotional letter to the employee.

**5.9 - Closure of Vacancy** - Once a selection has been made and a start date is established, the Department of Human Resources will notify applicants via online software that the position has been filled.

**5.10 – Disqualifications** – Candidates may be disqualified from further consideration by the Human Resources Director for the following reasons:

**5.10.1** – During the initial application review process, failure to possess the minimum qualifications necessary to perform the essential functions of the position.

**5.10.2** – Failure to successfully pass any of the terms as listed on the conditional employment offer letter or promotional letter.

**5.10.3** – False or misleading statements in the application or failure to provide information in a timely manner. (If discovered after hiring, this is grounds for discipline up to and including termination of employment).

**5.10.4** – Pled guilty or been found guilty of a felony or misdemeanor depending on the nature of the crime and/or the position sought with the City.

Note: This is not an exhaustive list of the reasons that a candidate for employment, promotion or transfer may be disqualified from further consideration. The City Manager has final authority to rescind conditional offers of employment at any time.

**5.11 – Offer of Employment** – An offer of employment or promotion shall be made by the Human Resources Department. All selections of new employees or of current employees for promotions or transfers shall be approved by the designated Assistant City Manager and City Manager. Selections for employment, promotion, and transfer shall be made without regard to race, color, religion, age, sex, sexual orientation, marital status, familial status, national origin, veteran status, disability, genetic information or any other legally recognized status entitled to protection under local state or federal anti- discrimination laws.

**5.12 – Types of Appointments**– The following types of appointments will be made:

**5.12.1 – Probationary** – New employees hired to fill regular full-time vacancies are required to satisfactorily complete a probationary period. Length of probation varies. Refer to Rule 6.

**5.12.2 – Regular** – An appointment made to any classification following satisfactory completion of an original entrance probationary period.

**5.12.3 – Part-time** – Employees who work less than 29 hours a week on a regular basis. Refer to Personnel Rules and Regulations, Rule 31 for part time classification tiers, hours and benefits.

**5.12.4 –Temporary** – When a vacancy is expected to last no more than 6 months, the Human Resources Director, upon request of the Department Head, review and approval of the Finance Director and final approval of the designated Assistant City Manager and City Manager, may authorize use of a temporary status employee. Such employee shall, when hired, be notified in writing of the expected duration of the temporary employment and will only be extended upon the approval of the Finance Director, designated Assistant City Manager and City Manager. Temporary employees do not accrue any rights or benefits.

**5.12.5 – Promotional Probationary Employee** – An employee who has been promoted to a higher classification is required to satisfactorily complete a six (6) month promotional probationary period in the new classification before obtaining regular status in the higher classification. Refer to Rule 6.

**5.12.6 – Contract Employee** – An appointment made by written agreement to render services to the City for a specified period of time. Contract employees are not entitled to benefits.

**5.13 – Records**– It is the responsibility of the Human Resources Director to see that proper and complete records are maintained of all applications, examinations, and evaluations. Personnel records shall be maintained and provided in accordance with state and federal law.