

NEVADA DEPARTMENT OF WILDLIFE POLICY AND PROCEDURE	Pages: 11 (plus forms, and examples) Effective: January 9, 2007 Approved: Rob Buonamici (Signature on File)
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TITLE: Employee Recruitment and Selection

REFERENCE: NRS Title 23 Chapter 284; NAC Chapter 284; Rules for State Personnel Administration, Managers' Handbook; Title VII of the Civil Rights Act of 1964; Age Discrimination in Employment Act of 1967; Equal Employment Opportunity and Affirmative Action; and Americans with Disabilities Act of 1990; Uniform Guidelines on Employer Selection Procedures (1978).

AFFECTED EMPLOYEES: Director (Pos. No. 0100); Deputy Director (Pos. No. 0101); Human Resources, Personnel Analyst (Pos. No. 0111) and Personnel Technician III (Pos. No. 0115); Bureau Chiefs (Pos. Nos. 0110, 0200, 0300, 0400, 0500, 0600, 0700); Appointing Authority; Reviewing Officers; Supervisors; Administrative Assistant IVs (1101, 2101, and 3101); others as delegated.

PURPOSE: To provide a procedure for filling new and vacated classified positions in a consistent manner.

POLICY: It is the policy of the Department to fill every vacancy with the most qualified and suitable candidate for the job whether with an internal or external candidate and to adhere to the State laws and regulations and applicable federal regulations in the hiring practices to ensure a legal hire is made. Because of the unique nature and requirements of law enforcement, additional procedures and/or practices, not covered by this policy, may be required to fill vacant law enforcement positions. However, the recruitments for law enforcement positions will adhere with this policy where applicable.

DEFINITIONS:

Appointing Authority means an official, board or commission having the legal authority to make appointments to positions in the state service, or a person to whom the authority has been delegated by the official, board or commission.

Appointment means the acceptance by an applicant of an offer of employment by an appointing authority and their mutual agreement as to a date of hire.

Essential Functions of a position means the functions that a person who holds the position must be able to perform unaided or with the assistance of reasonable accommodation.

Open Competitive Recruitment is where all candidates compete equally with no preference given to current state employees. Typically referred to as “external” recruitments.

Promotional Recruitment is open only to employees who have been in State service for six months full-time equivalency and are currently employed by the Department where the vacancy exists. Note: Per NAC 284.313, seasonal employees must have attained permanent status in order to qualify as a promotional candidate.

Reappointment is a current employee reappointed to a formerly held class or to a comparable class if the current minimum qualifications are met and the appointing authority approves. The grade of the class to which reappointed, may not exceed the current grade of the class formerly held. State Personnel must approve comparable reappointments.

Reinstatement means any person who attained permanent status and separated without prejudice who may be considered for reinstatement to the same or a comparable class within two years of the date of separation. The grade of the reinstatement class may not exceed the current grade of the class held at the time of separation. Current minimum qualifications for the requested position must be met and must be approved by State Personnel.

Reviewing Officer means: 1. The supervisor of the person who prepared a report on performance of an employee; or 2. Such other person designated by the appointing authority,
↳ who reviews the report on performance upon the request of the employee pursuant to paragraph (b) of subsection 4 of [NAC 284.470](#).

Seasonal Position may not exceed 9 months of full-time equivalent service in any 12-month period.

Underfill means the filling of a position with an employee holding a position in a lower classification, except for those situations where employees are in classifications which are training or intermediate levels preparatory to promotion to the journey level class.

PROCEDURE:

Overview

While the statutes and regulations address the recruitment and selection processes, a less technical and easy reference is found in the Department of Personnel’s Managers’ Handbook, Chapter VIII, Filling Vacancies.

The supervisor of any new or vacated position is responsible for ensuring the recruitment and selection processes are followed correctly and that a legal hire is made. If the supervisor is unsure of any step in the process, the supervisor will contact the Human Resources (HR) Personnel Analyst (Pos. No. 0111) prior to initiating the hiring process. The State operates under a Merit System in which appointments in the classified service must be made according to merit and fitness from eligible lists prepared upon the basis of examination, which must be open and competitive. Vacancies in positions must be filled so far as practicable, by promotion based upon merit and fitness.

There is nothing that prohibits conducting the recruitment in anticipation of a vacancy as in the case where the employee gives advanced notification of termination and/or retirement. While typically, the hire date will be after the current incumbent has terminated, the sooner the process begins, the shorter the time the position will remain vacant. Advanced recruitment may help when the incumbent is using leave time prior to actual separation. Cases where the Department desires an overlap to provide a training period prior to an incumbent terminating or retiring must be approved by the Budget Division. If a retiring employee is going to come back to train the new employee, the Department must get approval by the Public Employees Retirement System (PERS) to waive the 90-day waiting period.

Classified vacancies will be opened as Departmental Promotional and Open Competitive except in situations where it is known there are no internal Department candidates who would qualify; e.g., pilot. Any deviation from this policy must be supported by written justification and approved by the Director. An internal candidate may apply for both the promotional and open competitive announcements and if an internal candidate is hired off an open competitive list, the starting salary may be accelerated (NPD-04). This is not possible as a promotional candidate.

Re-Employment (Layoffs)

By regulation, an exception to the recruitment process occurs if there is a layoff for the class. These candidates have priority over all candidates, even an internal promotion, and must be offered any vacant position within the class. Any additional criteria must have been required historically before it can be used for a position where there are re-employments. The only exception to hiring a re-employment (to deviate from the order of priority or to hire from another list) is when the Director submits written justification to the Governor and obtains written concurrence.

Noncompetitive Processes

In addition to using an existing eligible list for recruitment, hiring authorities may consider candidates available through noncompetitive processes including transfer, reinstatement, reappointment, and voluntary demotion, as well as 700-Hour Rehabilitation participants.

Request to Fill Vacant Position

The supervisor begins the recruitment process by completing the "Request to Fill Vacant Position" form including the justification for filling the position (form incorporated by reference). The form will be submitted through the supervisory chain to the bureau chief and the Deputy Director for concurrence and then to the Director. The Director will evaluate the request to fill and determine if the position is critical to the mission of the Department. If the Director approves filling the position, the form signed and sent to the Department's HR, Personnel Analyst. If the Director declines to approve the request to fill, the form will be returned with an explanation to the bureau chief making the request with a copy to HR.

Seasonal Positions

Seasonal positions are filled by the Application to Agency (ATA) process and no hiring list is required.

If the employee has attained permanent status, reemployment rights extending one year from the date of a seasonal employee's date of separation must be granted or may be granted at the discretion of the appointing authority if the employee has not attained permanent status,

↳ if the employee's last rating of performance was standard.

Seasonal positions must be in state service a full time equivalency of one year to apply and test for a departmental promotional vacancy.

Announcement

Once the approved request to fill is received, the Personnel Analyst will develop the announcement for the vacant position and submit it to State Personnel for approval to be posted on NV APPS.

Announcements are opened Divisional/Departmental/Statewide Promotion/Open Competitive. At the time interviews are ready to be scheduled, a Departmental Promotion and an Open Competitive list are generated.

The Personnel Analyst must determine the type of testing in place, if any, and if the test is current. If a test needs to be developed, subject matter experts from all agencies using the classification must be involved. This process will extend the time for filling the vacant position.

If a position is to be underfilled, a determination is made for which levels will be used.

Additional criteria may be required if necessary to perform the duties of the position.
Example:

- For a support position, you may want the candidates to have experience with word processing, databases and spreadsheets.

Note: Experience cannot be quantified (i.e., six months of program specific experience) because it changes the minimum requirements.

Any changes to the position, such as changing the geographical location of the position, increasing or decreasing the full-time equivalency (FTE), or changing duties and responsibilities within the classification specifications must be approved by the chief and will be completed prior to advertising the position so those individuals interested in applying for the position have a clear and accurate understanding of the job. If the duties and responsibilities of a position are changing, the Personnel Analyst must review the changes to ensure the position remains classified correctly.

Recruitment Period

Announcements are posted on a daily basis making the time to get an announcement published a matter of a few days from receipt of the Approved to Fill. The average length of time for conducting a recruitment is two weeks, plus 10-14 days to contact available candidates, conduct interviews and make the selection, call on references, make the offer, and obtain an acceptance from the prospective employee. Additionally, by regulation, state employees must give two weeks notice to the current employer unless shorter notice is agreeable to both employers. This is typical of any candidate who is currently employed.

The length of time a recruitment should be open for accepting applications must be determined.

- A minimum of two weeks is required; however, the length can be extended for advertising, outreach and difficulty of attracting qualified applicants or if it is known a large number of employees will be on leave (e.g., use-it or lose-it at the end of the calendar year, hunting season, etc.).

Application Review

Applicants are requested to complete the Applicant Profile in NV APPS and apply electronically on-line for positions. This profile contains education, employment history, availability and other items that can be reviewed by supervisors in the interviewing phase of the recruitment.

The HR staff reviews the profiles on-line and determines if the minimum requirements are met. Applicants with an email address are notified immediately of the determination made (i.e., requirements met, not met, etc.) Subject matter experts may be asked to assist in the evaluation of the profile information.

Applicants who submit a hardcopy application must send it to State Personnel so it can be scanned into the system and viewed on-line for evaluation.

Examination/Testing

If an examination is required, it may be written, oral, a training and experience evaluation (T & E), a performance test (physical ability), center for assessment (type of test that evaluates an applicants ability to participate in a group or take the lead in a group situation—this is a labor-intensive test that is not often used), or combination of these exams. If examining is required, the applicant must have a passing score on each phase in order to advance to the interview. Not all positions require formal examinations. For some entry level, unskilled or semi-skilled positions, the applicants are evaluated as to experience and fitness for the job and the supervisor interviews those considered most qualified for the vacancy.

If a competitive recruitment produces five or fewer qualified applicants, the examination may be waived except for fiscal management classes which require successful completion of a written examination as part of the minimum qualifications.

Like written examinations, oral examinations are used to evaluate knowledge, skills, and abilities, but usually cover areas which cannot be easily tested on a written examination. These may include supervisory skills, verbal expression, etc.

Referral/Eligibility Lists

The Referral Lists (examples incorporated by reference) are generated by HR staff and sent to the appropriate hiring authority so that candidates can be contacted for availability and interest and interviews scheduled.

A position may be filled with a:

- Candidate whose name appears on one of those Referral Lists;
- Transfer within State service whose name is not on the Transfer List (a State employee is not required to be on the list in order to notify an agency of their interest in a position and be considered);
- Reinstatement of a former permanent employee;

- Reappointment of a state employee; or
- Demotion of a current state employee.

None of these candidates has preference over another.

If a promotional or open competitive recruitment occurred within the last year for the same geographical location and produced more than five qualified candidates, an eligible list was established at that time and is to be used for the current vacancy.

Generally, the Department will use two lists for recruitments: Departmental Promotional and Open Competitive. Candidates on both lists must be contacted according to this policy and procedure.

A current employee may appear on an internal and/or external list.

Ranked Lists are in score order based on the final score of the candidates, including preference points for veterans and residents. If it is a Ranked List, the supervisor must attempt to contact all of those in the top five ranks. A rank may contain more than one name and an attempt must be made to contact everyone in that rank. Contact can be in person, by telephone, by electronic messaging, or by letter. It is not required to send the letter by certified mail; however, if you want a record of receipt by the candidates, the interview team leader should send the letter by certified mail.

- If all candidates in a single rank decline an interview, the supervisor has the option of moving down to the next rank. If there are three names in one rank and only one or two decline, you cannot move down. It is strictly the candidate's choice to waive or decline an interview.
- If a person has been suspended, demoted or terminated for disciplinary reasons within the preceding 12-month period, it is so indicated on the Referral List and the appointing authority can refuse to interview, but must notify the candidate in writing of that decision.

Unranked List can be used if the class being recruited is designated as Entry Level or normally has a lack of promotional candidates. If the recruitment uses an Unranked List, the supervisor must attempt to communicate with five candidates "deemed to be the most qualified." If the list has fewer than five names, the supervisor must contact all candidates on the list for interest and interview. In some cases where there is a long list of applicants, you may want to conduct a preliminary interview by telephone in order to determine the candidate's interest and the strongest candidates for your vacancy.

Copies of the profiles and hardcopy applications are available for your review in NV APPS that may help determine who have qualifications and experience that would be relevant to your position.

Within 30 days of the date you receive the Referral List, you must initiate contacting the candidates. If this is not the case, the Referral List is considered stale and a new list must be generated. The interview process does not have to be completed in the 30 days, just initiation of the contacts.

Interview

Generally, a minimum of three people will be on the interview panel with the supervisor of the vacant position designated as the panel leader by the bureau chief. The panel leader is responsible for assembling the interview panel and will select unbiased participants. HR staff are available to participate on the interview panel.

The panel leader will develop all information that will be used in the interview and provide the information to the panel members prior to the interview. Whether the interview panel has a HR representative or not, the panel leader may want to have the panel members meet with the HR representative prior to the interview to solidify the interview questions and process. A conference call may be in order if the panel cannot meet face-to-face. If candidates are to be given a score based on responses to the interview questions, the process and what criteria are to be used would be explained in this pre-interview conference.

The panel leader, or designee, contacts the candidates and sets a time and place for the interview with follow-up by sending a confirming letter along with the Essential Functions and Physical Characteristics of the position (incorporated by reference). The confirming letter should instruct the candidate to bring the Essential Functions and Physical Characteristics to the interview where he/she will be asked to sign that they have read and understand the job functions and can meet the physical characteristics of the position with or without reasonable accommodation. If the Essential Functions and Physical Characteristics are not sent with the confirming letter, the candidate must be given sufficient time prior to the actual interview to read and review these documents. If there is a written exercise for the candidate to complete prior to the interview, it may be included with the interview confirmation letter. However, it is acceptable for the interview panel to administer a typing or composition/writing exercise as part of the interview.

For candidates who agree to an interview, the panel leader may print copies of the applications from NV APPS so they can be made available to the interview panel in advance of the interviews.

The interview panel must be prepared to explain the Department's internal relationships, purpose, policies and practices, details about the tasks, equipment and tools used in performing the job, and answer questions about salary, benefits and probationary or trial period status.

Only job-related questions may be asked. The essential functions of the position form the basis of the hiring interview. See the Managers' Handbook, Chapter VIII Section E for acceptable and unacceptable questions during the interview. A standard set of questions must be asked of all candidates. Use open-ended questions, instead of ones that can be answered with a single word. An example: "Tell us your thoughts on having employees keep a daily work log" instead of "Have you ever been required to keep a work log?" The panel leader should coordinate the list of questions with the Personnel Analyst prior to the interview.

Follow-up questions to information provided is customary as are questions to clarify information provided on the application. In this case, all candidates do not need to be asked the same follow-up questions.

Each panel member may take notes during the interview but the panel leader should inform the candidate so the candidate is not disconcerted by the note-taking. It is also acceptable to have one panel member responsible for taking notes as inconspicuously as possible during the interview and not participate in asking any questions other than follow-up. The panel should meet immediately after the interview to summarize the candidate's responses. After all candidates have been interviewed, the panel will meet to discuss all candidates and their responses to determine which one is the best choice for the position.

The panel leader must be vigilant in coding the Referral List according to the guidelines on the cover sheet. When all candidates contacted and/or interviewed have been coded on the Referral List, the coded list is signed by the panel leader on the "Person Making Appointment" line. This list, along with the interview questions, interviewer notes, letters, or emails, is sent to HR for review and finalizing. It is imperative that all materials relating to the recruitment, interview and selection process be turned into HR.

Selection and Recommendation

Reference checking plays a key role in making employment decisions. Before investing time and money in training a new employee, the supervisors should conduct a thorough reference check of candidates under consideration for employment. It is recommended the supervisor contact individuals who have directly supervised the candidate. At a minimum, the supervisor will want to verify dates of employment and duties and responsibilities of the applicant. The supervisor may want to inquire about the applicant's attendance, dependability, ability to assume responsibility and follow

instructions, type of supervision needed, overall attitude, quality and quantity of work, and any specifics related to the vacancy. Applicants authorize the State of Nevada to conduct such inquiries by their signature on page 4 of the State of Nevada Employment Application. Areas the panel leader may want to question:

- Applicant's strong points;
- Getting along with co-workers, supervisor, clients, others;
- Dealing with conflict;
- Working under pressure;
- Types of problems/situations applicant handled well and/or poorly;
- Any difficulties that may have interfered with the ability to get the job done;
- Shown any tendencies for physical violence?
- Would you re-hire this individual? Why or why not;
- Is there anyone else with whom I should speak regarding the individual's work; and
- Is there anything else you can add that would help us make our decision?

You can review the service jacket of candidates who are State employees. An appointment is made by the HR staff with the Department of Personnel's Central Records to insure there is equipment available to read the employee records when you arrive. Supervisors in outlying regions may request HR review the service jacket for you and provide a report back. All Department employees' service jackets are available at HR for review.

Before offering a position to any candidate, first have HR check with the State Personnel to see if any layoffs have been placed on the list since the Referral List was generated because these reemployment candidates have preference over all others.

Before offering a position to any candidate, the panel leader must notify the Director and/or Deputy Director of the recommendation in the event there is a situation that would prevent offering the position to the candidate.

Offer and Acceptance

If the Director and/or Deputy Director concur with the recommendation, the supervisor can verbally offer employment to the candidate to agree on the start date, location, work hours, and the starting salary. If the candidate accepts the offer, the supervisor sends a confirming letter (example incorporated by reference) and requests the candidate send a letter of acceptance with a start date indicated. Emailing the letter is acceptable. Be aware that by regulation, a State employee must give at least two weeks notice unless the employee and supervisors from both agencies agree on a shorter notice period.

When written acceptance has been received (email acceptable), notify the other candidates that a choice has been made. The unsuccessful letter (example incorporated by reference) should inform the candidates that another candidate with qualifications that more closely match the vacancy was chosen. Avoid telling the candidate that he/she was great with terrific qualifications because it can cause the person to wonder why he/she was not chosen and may lead the candidate to challenge or grieve the decision.