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Recruitment, Selection, and Introductory Period

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2-1 Introduction

Intercity Transit is committed to increasing the recruitment, selection, and promotion of diverse, qualified employees based on merit and identified competencies. The purpose of this policy is to establish and ensure agency-wide consistency, inclusion and legal defensibility in recruitment and selection activities.

Recruitments will be conducted in a fair and inclusive manner by Human Resources who will partner with the hiring managers and appropriate department directors. All recruitment and selection practices shall be in accordance with the goals and objectives of Intercity Transit's Equal Employment Opportunity policy, the U.S. Equal Employment Opportunity Commission's Uniform Guidelines on Employee Selection, Equal Pay and Opportunities Act, and other applicable laws. Intercity Transit's Recruitment Policy applies to all employees who are involved in recruitment, selection and hiring processes; however, appropriate collective bargaining agreements will have precedence over practices related to represented employees in the hiring process.

2-2 Approvals

All appointments, including permanent, temporary, and management level positions, will be processed and approved through Human Resources.

- A. Managers and/or supervisors must obtain the appropriate internal approvals prior to requesting formal recruitment actions.
- B. Prior to initiating any recruitment actions, managers and/or supervisors will partner with Human Resources to review the formal position description to ensure it reflects the scope of the position and clearly identifies the required competencies and qualifications.

- C. Every effort will be made to remove any barriers to employment such as requirements that are not realistically relevant to the position.

2-3 Position Announcement

1. Intercity Transit is committed to hiring the best qualified person for all position openings.
 - A. Human Resources will publish recruitment announcements in an applicant tracking system, which will be used to recruit for all vacancies including internal-only recruitments. In keeping with Intercity Transit's value of inclusion and to help ensure a diverse workforce, all recruitment and selection efforts to fill any permanent position will be open competitive to both internal and external applicants.
 - B. Any recruitment and/or selection effort made exclusively to internal applicants require approval from the General Manager. Internal-only recruitments will be open to current employees, as well as temporary employees and agency volunteers in good standing.
 - C. Position announcements will be posted for a minimum of ten days. Shorter announcement periods may be considered under special circumstances and in consultation with Human Resources.
 - D. A position announcement period may be extended if there are insufficient candidates available or if candidates do not meet the minimum qualifications.
 - E. In compliance with state laws, all job announcements will include the wage/salary scale and a general description of all benefits and other compensation to be offered for each position.
 - F. Background investigation and drug screening requirements will be disclosed in all position announcements where a background check and drug screening is required before job offer finalization.
2. Exceptions to open competitive procedures may occur if the General Manager approves the following:
 - A. Intercity Transit reserves the right to enter into short-term agreements with employment agencies, accredited schools, other agencies, or individuals to fill temporary needs.

2-4 Application Procedure

- A. All job applicants are required to apply for posted jobs using Intercity Transit's applicant tracking system.
- B. An applicant will be disqualified if it is determined that they have falsified information in the application process.
- C. If a current employee provides false or misleading information in the course of their application for a position, they may be subject to discipline, up to and including termination.
- D. Intercity Transit reserves the right to require proof of education, specialized training, legal eligibility to work in the United States, driver's license, or other information that is appropriate to the job for which the candidate has applied.

2-5 Screening Applications

- A. Human Resources and others involved in screening applications will use the position's defined qualifications, which were identified prior to beginning the recruitment.
- B. Only job applicants that meet the posted position's minimum qualifications will be referred to the hiring manager. Internal and external candidates that do not meet the minimum qualifications of a posted position, will not be interviewed for a posted position.

C. If there is a large volume of qualified applicants, the pool may be reduced by using valid and defensible screening tools in consultation with Human Resources. Screening criteria will be strictly based on the position description.

D. Factors that may be considered in the screening and/or hiring process may include, but are not limited to, the following:

- Timely and accurate completion of required application materials.
- Previous work experience
- Level of education, which must be based on actual job requirements
- Driver's License, if applicable
- Background checks
- Performance, achievement, or aptitude tests
- Written tests or exercises
- Work samples
- Interviews
- Reference checks
- Pre-employment drug screen

All interviews will be conducted by a panel of at least three people, which includes at least one Human Resources employee. Every effort will be made to include diverse panel members. The structure of the interview and the interview questions should be consistently applied to all candidates and based on the required competencies and qualifications identified prior to beginning the recruitment process. All interview questions will be approved by HR in advance of the interview.

2-6 Drivers License Requirements

Applicants for positions that are required to operate an agency vehicle must:

- Be at least eighteen (18) years old;
- Possess a valid Washington state driver's license (to include any applicable endorsements);
- Possess an acceptable driving record.

Applicants for positions that require a CDL must have at least five years of driving history. Intercity Transit reserves the right to determine what constitutes an "acceptable" driving record for each position classification.

2-7 Examination Process

- A. All candidates will be treated equally and impartially in the examination process.
- B. Human Resources will determine what type of examination or screening tools will be used, if appropriate.

2-8 Background Checks

Intercity Transit may conduct background checks of applicants during the recruitment process and before making a formal job offer. A new background check is required for all promotions.

- A. While conducting a background investigation, Human Resources can make a preliminary job offer made to the selected candidate; however, the offer will be conditional, pending the results of the background check.

- B. Background investigations must comply with the Fair Credit Reporting Act (FCRA).
- C. The applicant will be required to sign a release prior to the background investigation.
- D. Human Resources will evaluate the results of the background check. The content of the background investigation is confidential unless disclosure is required by law.
- F. A background check will usually include a review of criminal convictions and violations. The following factors will be considered for those with a conviction or violation:
 - a. Nature of the offense and its relationship to the position (job nexus)
 - b. Time since the offense
 - c. Number (if more than one) of offenses
 - d. Whether the hiring, transfer or promotion of the candidate would pose an unreasonable risk to the agency, its employees, or its customers and/or vendors.

2-9 Professional Reference Checks

Intercity Transit defines a professional reference as an individual with a professional relationship to the candidate who can attest to their work performance, technical skills, and job-related competencies.

- A. A minimum of three references should be conducted for each candidate. Ideally, these will include at least two current and/or former supervisors. (See Appendices)
- B. Candidates must provide written consent by completing an Authorization to Release Information prior to any reference check activities.
- C. Reference checks will be conducted after a structured interview has been conducted and before an official offer of employment has been made. This will allow the candidate to have the opportunity to provide relevant context to their professional background and work history.
- D. All reference checks should be conducted using an established set of questions that are asked of each reference.
- E. All reference check questions and responses should be documented and retained with the Recruitment records.

2-10 Appointment to Position

- A. Successful candidates must be approved by the Department Director (or designee) and the General Manager.
- B. Upon approval, Human Resources will make an official written offer of employment to the candidate, which includes a start date and salary/wage.
- C. If the candidate fails to respond to the offer of employment or fails to appear on the designated start date, the candidate will be presumed to have declined the appointment.

2-11 Salary and Leave Benefits Upon Appointment to Intercity Transit

Human Resources will make the final job offer to the successful applicant and with the following conditions:

- A. Salary- When making an offer of employment, Human Resources may offer up to Step 7. The General Manager must approve any step placement higher than Step 7.
- B. Leave Benefits- Human Resources is authorized to offer leave accruals in accordance with a Year 1 employee. For manager and director-level positions, and with the Department Director and/or General Manager's written approval, Human Resources may offer:

- a. A lump sum of no more than 80 hours of vacation leave;
- b. An accelerated vacation accrual rate up to 16 hours per month;
- c. A lump sum or accelerated accrual rate of sick leave will not be offered to a new employee.

2-12 Recruitment Records

The interview process is confidential and candidate records will be maintained by Human Resources. Interview notes will be taken by all panel members during the interview. Panelists will send their interview notes to Human Resources at the conclusion of the hiring process, where they will be maintained in the recruitment folder for appropriate records retention. Unsuccessful external candidates will be notified by phone or email at the conclusion of the selection process; internal candidates will be notified verbally or by phone.

2-13 Introductory Period

All new employees and current employees appointed, promoted, or transferred to a new position, will serve an introductory period which is considered an extension of the employee selection process. This period will be used to train and evaluate the employee's effectiveness in their position as well as their aptitude to perform the work they are assigned. Regular status will not be attained until successfully completing introductory period.

- A. Introductory periods are six months in duration for both full time and part time employees.
- B. Temporary employees will be considered to remain in the introductory period for the duration of their employment.
- C. Time spent in Leave without Pay status will not count towards the completion of the employee's introductory period.
- D. At the discretion of Intercity Transit, an introductory period may be extended no more than an additional six months at the request of the Department Director, subject to the approval of the General Manager. The Department Director must provide the employee, in writing, with the justification for the extension and the amount of time of the extension. Under no circumstances will an employee be in an introductory period longer than twelve months.
- E. Employees will be evaluated during their introductory period by a variety of individuals including the employee's supervisor as well as others they interact with in the performance of their job.
- F. At the conclusion of the employee's introductory period, if the employee's performance and conduct are satisfactory, the employee will gain regular status.
- G. A new employee may be terminated at any time during the introductory period. The General Manager must approve such terminations.
- H. If a regular employee is in an introductory period due to promotion, transfer, etc., and their performance or conduct are unsatisfactory, they may be reinstated to their former position if available, or to a comparable position, which must not have a wage or salary that is higher than their previous position.

2-14 Orientation

- A. During the introductory period, supervisors are responsible for conducting a department orientation that consists of agency and department mission and goals, organizational functions, the employee's job responsibilities and scope, performance and standards, training and agency policies.

- B. Within the first 14 days of employment, Human Resources will provide an orientation that includes the completion of employment forms, a summary of benefits and a review of relevant agency policies.

2-15 Use of Accrued Leave During the Introductory Period

New Employees

- A. During the Introductory Period, a new employee hired into a regular position will be eligible to accrue and use paid sick leave and paid vacation leave that is earned in lieu of holiday leave.
- B. Regular vacation leave will accrue during the introductory period; however, new employees are not allowed to use it until the successful completion of their introductory period.
- C. Requests to take unpaid time off during the introductory period must be approved by the department director.

Appendices:

- 1. Authorization to Check References
- 2. Reference Check Form (non-supervisory)
- 3. Reference Check Form (supervisory)
- 4. Alternate Reference Check Form; Operators
- 5. Interview Scoring Matrix

References:

[Uniform Employee Selection Guidelines on Employee Selection Procedures \(uniformguidelines.com\)](https://www.uniformguidelines.com/uniform-guidelines-on-employee-selection-procedures)
[Questions and Answers to Clarify and Provide a Common Interpretation of the Uniform Guidelines on Employee Selection Procedures | U.S. Equal Employment Opportunity Commission \(eeoc.gov\)](https://www.eeoc.gov/eeoc/questions-and-answers-to-clarify-and-provide-a-common-interpretation-of-the-uniform-guidelines-on-employee-selection-procedures)
[Employment Tests and Selection Procedures | U.S. Equal Employment Opportunity Commission \(eeoc.gov\)](https://www.eeoc.gov/eeoc/employment-tests-and-selection-procedures)



Release of Information Authorization

Position _____

I here by authorize Intercity Transit to conduct an investigation of my experience, background, references, and personal character, past employment, job performance, and education. This may include information maintained in public records or within the electronic public domain. The purpose of such an investigation is to confirm the information contained on my application and/or to obtain information which may be material to my qualifications for employment.

By signing this agreement, I understand that the information and opinion provided about me may be positive, negative, or neutral. I unconditionally release each person or entity who provides information or opinion regarding myself from all legal liability from furnishing such information. I understand information obtained may come from references and sources other than those that I have provided to Intercity Transit including and is not limited to a list of references.

A photocopy of this signed authorization is as valid as the original and may be provided to anyone from whom information is requested in determining my job qualifications and competencies.

Signature _____ Date _____

Print Name _____

Recruitment Chapter Appendix 2



Professional Reference Check
Non-Supervisory Position

Candidate Name: _____

Position Title: _____

Reference Name: _____ Relationship: _____

Completed By: _____ Date: _____

1. How long have you known _____?
2. How would you describe _____'s work style?
3. What would you say motivates them?
4. What would their critics say about them?
5. How would you describe their ability to self-manage priorities?
6. How does _____ respond when faced with conflict or an opposing view?
7. Does this individual have any issues with punctuality or attendance?
8. Is there anything that you wish to add about _____?
9. Would you rehire _____ if you were in a position to do so?

Recruitment Policy Appendix 3



Professional Reference Check
Supervisory Position

Candidate Name: _____

Position Title: _____

Reference Name: _____ Relationship: _____

Completed By: _____ Date: _____

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1. How long have you known _____?
 2. How would you describe _____'s interactions with *peers* and *subordinate* staff?
 3. How would you characterize them as a leader? What would their critics say about them?
 4. What would you say motivates them?
 5. How would you describe their work style?
 6. How does _____ respond when faced with conflict or an opposing view?
 7. Does this individual have any issues with punctuality or attendance?
 8. Is there anything that you wish to add about _____?
 9. Would you rehire _____ if you were in a position to do so?

Intercity Transit Human Resources Reference Check/Verification

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[Applicant]	[New Job Title]
Name of Applicant	Position Applied For
Click or tap here to enter text.	Click or tap here to enter text.
Name of Reference Contacted	Job Title of Reference
Click or tap here to enter text.	Click or tap here to enter text.
Agency Name	Telephone Number of Reference
[EE Name], HR Analyst	Click or tap to enter a date.
Contacted by (Name, Title)	Date

Status Updates

REFERENCE CHECK INTRO & QUESTIONS

[Applicant] who is applying for a position as a(n) [New Job Title] with Intercity Transit, has given permission for us to verify employment and obtain reference information. May I take a few moments of your time?

1. What is/was your working relationship to [Applicant]?
Click or tap here to enter text.
2. What were the dates of his/her employment with you?
FROM: Click or tap to enter a date. TO: Click or tap to enter a date..
3. Can you verify the position(s) that he/she held and the nature of position(s)?
Click or tap here to enter text.

Based on your experience with this individual, please rate the following work-related attributes as EXCELLENT, GOOD, FAIR, or POOR. **Any comments you may have about each will also be appreciated:**

Ability to carry out directions:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Ability to follow through on an assignment or task:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Interaction with customers or the public:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor

Intercity Transit Human Resources Reference Check/Verification

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Click or tap here to enter text.			
Relationship with co-workers:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Ability to learn a new task or procedure:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Judgment in the workplace:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Attendance and timeliness in reporting to work:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
How many absences in past year?	Click or tap here to enter text.		
How many late reports in past year?	Click or tap here to enter text.		
Click or tap here to enter text.			
Attitude toward safety:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Conduct or demeanor while in the workplace:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			
Overall quality of work:			
☐ Excellent	☐ Good	☐ Fair	☐ Poor
Click or tap here to enter text.			

4. Considering this position as a(n) [New Job Title], what are his/her areas that may need additional development? Click or tap here to enter text.

5. What does he/she do in the workplace that contributes to a healthy work environment? Click or tap here to enter text.

6. Why did he/she leave (or why is he/she interested in leaving) your organization? Click or tap here to enter text.

7. Would you re-employ (or work with) [Applicant] if you had the opportunity? Click or tap here to enter text.

Intercity Transit Human Resources Reference Check/Verification

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8. Is there anything else of significance that we should know in considering [Applicant] for employment? Click or tap here to enter text.

Recruitment Chapter Appendix 5

Interview Evaluation Matrix

Competency	Yes	May have some relevant skills or experience but is missing some components.	No
Communication: Answered the questions clearly and concisely.	Answers reflected a thorough understanding of the questions; provided complete, succinct response.	Answers reflected a general understanding, but may have missed one or more details on one or more question.	Answers did not reflect an understanding of the questions and/or did not answer the questions thoroughly.
Customer Service: Answers to the questions demonstrate a commitment to deliver high levels of customer service.	Demonstrated ability and/or experience in delivering excellent customer service.	Has some experience and expresses an aptitude in customer service and/or a willingness to engage professionally with their peers and others.	Does not demonstrate an ability or willingness to provide a high level of customer service in every interaction.
Diversity: Interacts effectively with diverse members of the community as well as team-mates.	Recognizes and embraces the values of diversity and inclusion and the willingness to treat all people with respect.	May recognize diversity values but did not clearly convey a commitment.	Does not adequately convey a commitment to agency's value of inclusion.

To evaluate technical skills:

Competency	Yes	May have some relevant skills or experience but is missing some components.	No
Technical Skills: Knowledge, Skills and Abilities	Answers reflected a thorough technical knowledge and skills required for this position.	May have some of the knowledge and skills, but would need to develop these through training and/or time to be fully competent in this position.	Does not have the essential technical knowledge, skills and abilities to perform the job duties.

To evaluate leadership skills:

Competency	Yes	May have some relevant skills or experience but is missing some components.	No
Leadership Inspires and leads groups of people to accomplish their work effectively.	Demonstrated ability to build trust, provide feedback and develop skills of direct reports.	May have some leadership skills but conveys an aptitude for leadership or experience in leading teams.	Answers did not demonstrate leadership characteristics.