

1 IN THE COURT OF COMMON PLEAS OF ADAMS COUNTY, PENNSYLVANIA

2 Administrative Order

3 Number 12 of 2017

4 In Re: Court's Hiring Team Protocol

5 **ORDER OF COURT**

6 AND NOW, this 18th day of May, 2017, Administrative Order 1 of 2016 is hereby vacated and
7 the Hiring Team Protocol attached hereto as Attachment "A" is adopted, effective immediately.

8 BY THE COURT,

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10 MICHAEL A. GEORGE

11 President Judge

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13 Board of Judges

14 Magisterial District Judges

15 Court Administrator (for distribution to team members)

16 Executive Directors of Probation Services, Operational Services and Domestic Relations

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Attachment A

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	COURT ADMINISTRATION	
	51st Judicial District	
	Courts' Hiring Team Protocol	
	Memorandum	May 11, 2017

PURPOSE: In response to recommendations from the Adams County Court of Common Pleas Assessment and Transformation Process (ATP), the Court redefined the employment philosophy of the 51st Judicial District in an administrative order executed by President Judge John Kuhn in October 2009, which has since been incorporated into the Adams County Court Employee Personnel Rules Manual under Rule 301. According to the Courts' employment philosophy, the Board of Judges recognizes that the effectiveness and efficiency of any Court system is directly related to the commitment and dedication of its employees to the mission and vision of that Court, as well as the need to clearly express the performance expectations it has for all employees. This philosophy requires the hiring process to incorporate performance expectations (including affective behaviors) and core competencies. To implement this philosophy, and to continue the process of translating its formal principles and values into practice, the Court has created an ad hoc team to enhance the hiring process for all Court employees. The team process is implemented to bring together a cross-section of talent within the Court system for the purpose of helping to evaluate and select candidates for employment who bring attributes necessary to meet the ever changing requirements of the Court.

HIRING TEAM: The Court will designate a team of individuals who will constitute the Court's Hiring Team. Designation to the Hiring Team will be done by Administrative Order. Each member appointed to the Hiring Team will serve a term of four years. The Court's Hiring Team shall consist of members drawn from representatives of the following offices: Court Administration (CA), Department of Probation Services (DPS), Domestic Relations Section (DRS), Department of Operational Services (DOS) and the Magisterial District Judges (MDJ). Additionally, by agreement, the County Human Resources Department shall be represented on the Hiring Team.

The Court Administrator shall select the composition of each team, and shall be an at-large member of the team, if necessary, with oversight responsibilities as designated by the Court. The Deputy Court Administrator shall act in the absence of the Court Administrator or when his/her expertise is deemed necessary. The other team members shall include pool members selected from CA, DPS, DRS, DOS or MDJs, and the relevant department head. The department head for Court Administration vacancies shall be the Court Administrator, for Tipstaff vacancies shall be the Chief Tipstaff, and for the Magisterial District Courts shall be the Magisterial District Judge for that respective office. If the vacancy is for a department head, the Administrative Judge for that department shall be part of the Hiring Team for both first and second round interviews. Additionally, the individual directly supervising the position to be filled will participate on the Hiring Team.

Over time, members of the Hiring Team will gain experience in working as a team and become familiar with each others' work styles and talents. Whenever a new member enters the Hiring Team, team members should orient the new member, providing whatever support is needed, and revisit the matter of new member orientation during debriefing.

To fulfill its visionary purpose, the work of the Hiring Team must always exceed mere procedural correctness. Whenever it convenes, its members should recall the ways in which the Hiring Team is intended to embody a number of key principles of the Court.

Key Principles

- Create and maintain a long-term approach to recruitment, hiring and orientation, to find and develop the best talent suited to the needs of the Court;
- Train and develop court leaders for proactive leadership, to further the mission of the Court by applying their energies and the resources of the Court to shaping events and opportunities;
- Create interpersonal connections court-wide that foster the development of the new employees, and collect and circulate stories that define expertise, clarify principles, and celebrate success, and;
- Support mentoring, fostering of careers, and professional development that builds on natural strengths, talents, and established expertise.

PROCEDURES:

- A. When a vacancy occurs in any court office, the department head shall notify the Administrative Judge and the Court Administrator for the purpose of obtaining approval to fill the vacancy.
- B. Upon receipt of approval to fill the vacancy, the department head and the Court Administrator shall coordinate with HR for the purpose of advertising the vacancy.
- C. All internal and external applications for a position vacancy shall be received by HR and screened to determine whether the applicant meets the minimum eligibility requirements. HR will forward only those applications that meet minimum eligibility requirements to the Hiring Team.
- D. After the closing date of the posted position, the Court Administrator will assemble the Hiring Team. A mentor within the team will be assigned to any team member participating for the first time to review this protocol.
- E. The Hiring Team shall review the remaining applications and rate the applicants in accordance with the scale attached hereto as Exhibit "A". All eligible internal applicants currently working for the Courts (including the Court of Common Pleas, Court Administration, Domestic Relations Section, Department of Probation Services, Department of Operational Services and Magisterial District Judges) will be granted a second round interview and therefore do not need to be rated.
- F. After all applicants have been rated, the Hiring Team shall meet and determine the number of applicants to be interviewed, not to exceed ten per vacancy unless a high number of internal court applications make this not possible.

- G. HR will attempt to obtain an e-mail address for all applicants and forward a copy of the Court's Vision and Mission statement along with a departmental vision and mission statement (if available) prior to the first interview.
 - a. Eligible internal applicants will receive a letter from the Board of Judges prior to the interview (Exhibit B).
- H. The Hiring Team shall then interview the applicants selected:
 - a. Prior to each individual interview, the Team will decide who will ask the questions.
 - b. A standardized introductory statement will be offered to all candidates.
 - c. 6 to 12 questions will be asked from a pool of standardized questions.
 - d. The inclusion of questions in response to answers provided or otherwise related to the standardized questions are permitted.
- I. The Hiring Team shall discuss and recommend those individuals, if any, to participate in a second interview, not to exceed three per vacancy (NOTE: this number does not include any eligible internal applicants). Based on time constraints of the team members, this discussion can either occur after each individual interview or after all the interviews have been completed. All discussions are confidential and shall not be shared with other parties outside of the select Hiring Team assigned.
- J. As two interviews are unnecessary, eligible internal applicants shall be interviewed at the second interview level only and shall be considered along with any external applicants who are interviewed at the second interview level (NOTE: Team Members with access to and knowledge of an internal applicant's personnel file shall not disclose personnel and/or performance information relating to any internal applicants to the Team and may only disclose personnel and/or performance information to the Administrative Judge in private).
- K. Second interviews shall also be conducted by the Hiring Team. The departmental supervisor shall be replaced by the Administrative Judge for that department unless the Administrative Judge and department head agrees to allow the departmental supervisor to remain.
- L. After the second interview, the Hiring Team conducting that interview shall make a hiring recommendation to the departmental Administrative Judge.
- M. After consideration of the recommendation from the Hiring Team, the Administrative Judge shall determine the candidate to present to the Board of Judges for final approval.
- N. For internal applicants not offered the position, the Executive Director of the department with the vacancy shall inform the internal applicant.

UNAVAILABILITY:

Team meetings should not be cancelled simply because of the unavailability of a team member, if there are sufficient members present to proceed, as determined by the Court Administrator.

CONFLICTS OF INTEREST:

No team member will be automatically disqualified because of having personal knowledge of the applicant, but such knowledge shall be disclosed to the rest of the team.

If the team member believes that participating will create a conflict of interest or make it difficult for the member to be fair and impartial in the process due to a past or present personal, family or business relationship, he/she shall recuse himself/herself from further participation.

SPECIAL CIRCUMSTANCES:

In a circumstance when a vacancy for the same job title in the same Court department occurs within six weeks of the completion of a Hiring Team process, and upon recommendation of the Administrative Judge involved in that Hiring Team process, the Board of Judges may consider a qualified applicant from the prior Hiring Team process for the vacant position without requiring a new Hiring Team process. If, however, that qualified applicant is not able to accept the position, the Hiring Team process shall begin anew.

DEBRIEFING:

After each hiring team has concluded its tasking, the members shall assess the details of its own performance, and discuss and recommend to the Board of Judges any proposed procedures for improvement of the hiring process.

(5/17)

Exhibit A

APPLICANT RATING SCALE

- Rate each applicant overall for a total average score from 1 to 5, 1 being the lowest and 5 being the highest.

- Criteria to consider for rating:
 - Neatness/professional appearance of resume/application.
 - Spelling/grammar
 - Work experience
 - Employment history
 - Your overall professional appraisal of the applicant

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Exhibit B



JUDGES CHAMBERS
FIFTY-FIRST JUDICIAL DISTRICT OF PENNSYLVANIA
117 BALTIMORE STREET
GETTYSBURG, PENNSYLVANIA 17325

MICHAEL A. GEORGE
PRESIDENT JUDGE

Dear _____,

It is the understanding of the Board of Judges that you are applying for the position of _____ in _____. The Board wishes to express its gratitude for your desire to seek this position and in that way to enhance your career.

As you are aware, since January 5, 2009, the Judges and employees of the 51st Judicial District have been striving to meet the lofty yet realistic goals and expectations set forth in the Court's Vision and Mission statements, as more fully defined in the Guiding Principles. We appreciate the extent to which you have embraced and promoted these principles.

We are constantly striving to identify and develop proactive leadership that helps the Court meet its daily challenges of providing effective and efficient service to the public. As such, we attempt to build upon the strengths, talents and expertise of each employee while mentoring and encouraging their professional development. You can be assured that these goals will be part of the process involved with selecting the person to fill the position of _____.

Obviously, we do not know the qualifications of the internal and external candidates who might apply but ultimately the Board of Judges must determine who we feel is best suited for the position. You may or may not be successful. Please be aware that we hold you in high esteem and consider you an important member of our court family. If you are successful we expect that you will do your best to justify the confidence entrusted to you. However, whatever the outcome of this hiring process we know that you will continue striving to enhance your skills and value to the Court consistent with the principles discussed.

Best wishes.

Sincerely,

MICHAEL A. GEORGE
President Judge