



COUNTY OF ADAMS

HUMAN RESOURCES OFFICE

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Employment Process Policy

Policy Statement:

It is the policy of the County of Adams to recruit and select the most qualified candidates for vacant positions and to do so in a manner that provides equal employment opportunity, ensures open competition, and prohibits discrimination.

Purpose Statement:

The purpose of this policy is to provide supervisors with the tools necessary to recruit, select, and hire qualified candidates for vacant positions.

Scope Statement:

This policy applies to all County employees and County-affiliated employees responsible for the employment process for prospective County of Adams' employees. The County does not prohibit collective organization or collective bargaining and there is no provision against collective bargaining. Certain County employees are subject to the provisions of prevailing collective bargaining agreements. Provisions of such collective bargaining agreements shall be followed if there is a conflict between this policy and such provisions. The County reviews current collective bargaining agreements (CBA) to ensure merit principles will not be infringed upon.

Actions/Procedures

Prior to Recruitment:

A. The following steps are required before recruiting for a **new** position:

1. The supervisor is required to create a job description for the new position in collaboration with the Human Resources Department.
2. After the supervisor completes the job description, the Human Resources Department will evaluate the job description by utilizing the Occupational Integer Scoring (OIS) Job Evaluation Manual for staff scale positions.
3. Once scoring has been completed, the new position with the pay grade and pay wage will be submitted to the Commissioners Work Session. If approved, the new position will then go to the Commissioners Salary board for formal approval.

B. The following steps are required before recruiting for an **existing** position:

1. The supervisor must review the current job description for accuracy. If a job description does not exist for a vacant position, one must be created and changes need to be approved by the Human Resources Department
2. After the job description has been reviewed and approved by the Human Resources Department, the vacancy must be approved by the Commissioners. In order to avoid a delay in the hiring process, the Request for Board Action form should be submitted to the Chief Clerk as soon as the vacancy occurs for Commissioners Work Session and Salary Board.
3. If the vacancy is approved by Commissioners, the supervisor will receive notification of the decision. The department should contact the Human Resources Department to discuss the recruitment process.
4. The Human Resources Department will notify the department if the vacancy is not approved by the Commissioners.

Recruitment:

The County of Adams is an equal opportunity employer. It is our policy to grant equal employment opportunities to qualified persons without regard to race, religion, creed, ancestry, color, sex, national origin, age, disability, pregnancy, familial status, veteran status, genetic information and any other categories protected by federal, state or local laws. The County will provide equal opportunities in promotion, wages, benefits and all other privileges, terms and conditions of employment. Complaints or other communication concerning possible discrimination should be raised with the Director of Human Resources or the County Commissioners or President Judge where applicable.

Applicants entitled to veterans' preference who meet all required employment criteria receive additional consideration in recognition of their military service pursuant to the PA Military Code, 51PA C.S.A. Sec. 101. In the case that there are more than one equally qualified applicants, and one requests veterans' preference, the veteran shall be offered the position.

We pledge to post vacancies internally in the Human Resources Department, Commissioners' Office, Courthouse lunchroom and Main Lobby at the Information Desk in an effort to keep current employees updated on County vacancies. Current employees should keep in mind that the County discourages job bids to a lower grade position.

We also pledge to post vacancies externally as needed on our website, in suitable publications and through various other employment-related entities, such as CareerLink. Recognizing that students in their last year or less of an applicable course of study may be excellent candidates in the Children and Youth department, positions may be advertised at the following colleges: Shippensburg State University, Penn State University, Mt St Mary's University and McDaniel College.

Current County employees will be considered for promotional advancement, taking into account

such things as the employee's performance record, abilities, personal credentials and previous work experience. Most former employees are eligible for rehire. However, former employees who quit without notice or were terminated for cause are not eligible for rehire by the County.

The specific procedures followed by the County when hiring for vacancies are defined in the Recruitment Process.

The following steps are in support of the Employment Policy and are intended to facilitate uniform recruitment and hiring procedures for all County employees that, in turn, will assist in the protection of the County, as the employer, with potential legal problems and risk management responsibilities.

1. The County reserves the right to make a decision not to post a vacancy due to business conditions such as when a position is eliminated and an employee needs to be placed elsewhere or if an Intern is qualified to move into the vacant position.
2. All vacancies (with the exception of the above) must be posted. A vacancy is defined as a position available due to someone leaving the County's employ on a voluntary or involuntary basis, or due to the creation of a new position. The posting of a vacancy is accomplished by noting the position title, department, status and minimum qualifications on the Bid List and County website for seven days.
3. Vacancies will be posted internally and externally simultaneously and are updated on a weekly basis by the Human Resources Department. The County reserves the right to only post a vacancy internally as needed for County employees. The Current Openings (External Postings) are not only listed on the County website, but with other agencies such as Career Link.
4. All applications for employment must be received and processed by the Human Resources Department (i.e. dated-stamped and logged into our applicant-tracking system). Internal candidates must complete an updated employment application and should be given first consideration for vacancies by the corresponding Director/Elected Official. This does not mean that an internal candidate must be selected (or even interviewed if he/she does not meet minimum qualifications per posting) if he/she is not the most suitable candidate.
5. Applications currently on file that meet the minimum qualifications will be pulled by the Human Resources Department and made available to the Department Director/Elected Official, or designee, for review.
6. Interns may be considered for open positions if they have met all of the requirements of the County of Adams intern program once they have successfully completed their course of study and meet the minimum requirements of the position and go through the same interviewing process as all other qualified applicants.
7. If no suitable candidates are identified after completing steps 1-3, the Human Resources Department will determine if advertising is needed or if the position should be reopened

externally for an additional seven days. Since advertising is expensive, the Human Resources Department will work closely with the Department Director/Elected Official to determine the most efficient and effective sources of advertising.

8. The Department Director/Elected Official, or designee, must notify the Human Resources Department of availability for interviews and specify which applicants he/she wants to interview. In an effort to be as efficient as possible with everyone's time and resources, the Human Resources Department recommends limiting the number of applicants to be interviewed to the top 3-4 most qualified candidates.
9. The Human Resources Department will schedule the interviews for both internal and external candidates and ensure that a County Employment Application is completed prior to the interview.
 - The role of the Human Resources representative in the interview will be to cover general information, such as pay ranges and applicable benefits if selected, confirm/explore information from the original application, such as dates of and/or gaps in employment and work-related reference information, assessment questions, and include the distribution of the applicable Job Description for the current vacancy.
 - The role of the Department Director/Elected Official, or designee, will be to cover information pertinent to his/her office and the vacant position, such as education, training and specific skills needed for the position.
10. Once the interview results are discussed and the Director/Elected Official selects a preferred candidate, the Human Resources Department will check work-related references and obtain any other background information necessary, such as a criminal history check, for that candidate.
11. The Human Resources Department will assist the Department Director/Elected Official, or designee, in formulating a recommendation to set the pay rate may be presented to the Salary Board once satisfactory references are collected.
12. The Human Resources Department will extend all offers of employment and notify the candidates that interviewed and were not selected of our decision in writing.

A. Internal Recruitment (Non-bargaining unit and Bargaining unit positions)

1. The Human Resources Department develops and maintains a list of vacant positions. Upon receipt of notification of an employee's separation of employment, a representative from the Human Resources Department will contact the department supervisor to inquire if the vacancy should be listed on the vacancy list.
2. The list of vacant positions is posted in the Human Resources Department, Commissioners' Office, Courthouse lunchroom, Voter Registration, and Main Lobby at the Information Desk.

The applicable job descriptions for the vacant positions can also be obtained from the Human Resources Department.

3. All bargaining unit positions will be posted according to the process established by the applicable collective bargaining agreement. Departments must contact a representative from the Human Resources Department to initiate the collective bargaining agreement job posting procedure.

4. In compliance with the Department of Public Welfare requirements for merit systems in County Children and Youth and Department of Emergency Services agencies competitive appointments to any County vacancy may be made available to any paid/unpaid intern that progresses satisfactorily through an internship as sponsored by a duly accredited institution of higher learning and as approved by the County of Adams. For purposes of hiring, interns shall be considered internal candidates for vacant positions.

B. External Recruitment

1. Advertisements in Periodicals, Journals, and Newspapers

All advertisements must be pre-approved by the Human Resources Department prior to their placement.

- a) The department must inform the Human Resources Department at least one week in advance of the requested advertisement date to ensure that all applicable deadlines are met.
- b) The department should write a rough draft of the advertisement and submit it to the Human Resources Department.
- c) All advertisements will identify the County as an equal opportunity employer. As such, only the essential job functions should be included in any type of recruitment advertisements. It is important that only Bona Fide Occupational Qualifications (BFOQs) are listed in the advertisements in order to avoid serious legal ramifications.
- d) The Human Resources Department will review the draft and discuss any recommended revisions with the department.
- e) The Human Resources Department will recommend potential advertisement sources and the duration of the advertisement to the department. The placement of advertisements in local newspapers, minority publications, local Bureau of Employment office(s) and appropriate professional and technical journals will be determined by the vacancy and the County's workforce.

2. CareerLink

The Human Resources Department will automatically list all vacancies that are advertised externally on the CareerLink website. Departments may not advertise a vacancy with CareerLink without prior approval from the Human Resources Department.

3. Job Fairs

Any department interested in participating in a job fair should contact the Human Resources Department for information.

4. Internet Websites

There are numerous websites available for posting job vacancies. The County Commissioner's Association of Pennsylvania (CCAP) website is an example of a beneficial tool. Departments may not advertise a vacancy on any website without prior approval from the Human Resources Department.

5. Employment Agencies

If a department wishes to utilize the services of an employment agency, the department should contact Human Resources. The Human Resources Department will contact the agency and negotiate billing rates, etc. If an employment agency contacts the department directly, the department should refer the agency to Human Resources. The Commissioners must pre-approve the utilization of an employment agency.

Application Process:

A. All applications will be accepted at the County Human Resources Department. **If an applicant attempts to apply directly with a department, the department may not accept the application and is required to direct the applicant to the County Human Resources Department.**

B. The Human Resource Department will only accept applications for positions advertised as "open to applicants." No unsolicited applications will be accepted.

1. If an applicant submits a resume for an open position, the Human Resources Department will email or mail an application to the candidate.

2. If a specific position is not listed on the application, or the applicant indicates "any available" position, an email will be sent asking the applicant to reapply for a specific open position. The original application will be considered incomplete and will be destroyed.

C. The Human Resources Department will review all applications to determine if the applicant meets the minimum qualifications of the position for which he/she applied.

D. The Human Resources Department will conduct a third party criminal background check after the candidate has been chosen and approved by the Commissioners Salary Board.

E. The Human Resources Department must keep accurate records of the hiring process. Applications not selected must be returned to the Human Resources Department with a notation

that the applicant was not selected and the rationale for the decision. The Human Resources Department is responsible for notifying the unsuccessful candidate in writing (refer to the standard letter included with this policy).

F. Applications not selected will be kept on file for two (2) years. Applications will be considered active for 6 months and may be reconsidered if the same position applied for becomes vacant again.

1. Active applications may be reviewed and forwarded to departments for consideration for positions similar to the one(s) listed on the application. For example, if the applicant applies for a General Clerk position in Tax Claim, the application may be sent to the Clerk of Courts for consideration for a clerical position. The Director/Elected Official must contact the Human Resources Department to request copies of active applications.

2. If an applicant wishes to apply for a position different from the one listed on the application, he/she must submit an application for each open position to the Human Resources Department. The Human Resources Department will then notify the Director/Elected Official of the application to the appropriate department for consideration.

3. No “inactive” applications (older than 6 months) will be reviewed or forwarded. Applicants will be required to submit a new application for any vacant position.

G. Application Review

1. An application must be completed and signed by each candidate. The application serves as a more objective tool than a resume because it requires candidates to complete a form requesting standard information. The signature on the application also allows the County to conduct necessary and applicable background checks. The application must be completed in its entirety; applications that indicate “see resume” will be considered incomplete and will not be accepted.

2. There are several items to consider when reviewing the application:

- a) Compatibility. Does a reasonable match exist between what the applicant is seeking and the actual vacant position?
- b) Availability. Can the applicant work the necessary days and hours?
- c) Legal right to work in the United States. Contact the Human Resources Department if an applicant checks off that he/she is not eligible to work in the United States.
- d) History of problems. What are the reasons the applicant terminated from previous employment?
- e) Unexplained gaps in work history. The Director/Elected Official should question the applicant about the gaps during the interview process.

- f) Previous criminal convictions. Contact the Human Resources Department if an applicant checks off that he/she has previous criminal convictions.
- g) Did the applicant sign the application?
- h) How does the application compare to the resume, if applicable?

3. There are several items to consider when reviewing a resume:

- a) Honesty. Does the information on the resume agree with that provided on the application form?
- b) Written communication skills. How well is the resume written?
- c) Organizational skills. Is the information on the resume presented in a logical manner?
- d) Professionalism. Was the resume accompanied by the appropriate cover letter?
- e) Sequence of credentials. The order of the applicant's listed credentials could be an indication of the applicant's strengths and weaknesses.
- f) Information omitted by the applicant.

Interview and Selection

A. It is essential for all managers who are involved in the employment process to be aware that the following should NOT be **discussed** or **obtained** prior to a conditional offer of employment being extended:

Age/Date of Birth
 Marital Status or any information regarding family situation
 Medical Information
 Race
 Religion
 Sexual Preference
 National Origin
 Political Affiliation

This includes photocopies of Drivers' Licenses, Photo Identification, or any Identification Cards, etc.

This list is not all-inclusive - managers should consult with the Human Resources Department for more specific information.

B. Selecting Applicants to be Interviewed

1. Any interested candidate satisfying the minimum requirements is eligible for the position regardless of gender, race, religion, national origin, disability, color, sexual preference, political affiliation, marital status, or veteran's status. It is the intent of the County and the responsibility of management to ensure equal opportunity for all persons in the area of employment.

2. As a result of the initial review of applicants, all candidates will fall into one of the following three categories:

- a) Lead candidates: Those whose qualifications, experience, and salary requirements are in line with the vacant position.
- b) Possible candidates: Those that do not represent as good a match as the lead candidates but appear to come close and would be considered. For example, when comparing applicants for a Caseworker position, to be considered, individuals would have to meet the METs. If the applicant has social work experience versus a person who does not would be a Lead candidate. The Possible candidate would be considered if the Lead candidate did not interview well, did not pass the necessary clearances mandated by CPSL, or declined an offer. Of course, this depends on how many Lead candidates interviewed.
- c) Candidates who are clearly not qualified.

3. The lead candidates should be selected for an interview. The number of candidates actually interviewed will vary, but a general guideline would be to interview three to five lead candidates. However, if there are ten lead candidates, they would all be interviewed.

4. If none of the lead candidates are hired, the applicants considered possible candidates should be carefully reviewed and selected for an interview.

5. In situations where there are no clear hiring choices after the first interview, due to closely scored first round interview evaluations with total criteria factored in, a second round interview may be required with the same evaluation criteria used in the first round. For example, if two candidates have a score of 16 points from the first round interview matrix, or if there are still questions or concerns about top candidates with scores fairly similar, a second interview may be required. For supervisory positions where a candidate will be responsible for overseeing the work of others, a second round interview will feature behavioral questions based off of the candidate's assessment test which is taken after the first interview. All top candidates, as determined by the hiring team, will take an assessment test after the first round interview whether a second round interview is needed or not. The assessment test will be another tool in aiding to the hiring decision. Behavioral interview questions are meant to highlight real working situations that a candidate has been through in their past. For example, when dealing with the topic of employee development, the hiring team may ask about a training program that the candidate developed and how it had an impact on the organization.

6. If no qualified candidates are found, the Director/Elected Official should consult with the Human Resources Department to discuss additional options.

C. Selection Tools

1. The Human Resources Department will be responsible for recommending various selection tools such as skill and aptitude testing. The Human Resources Department will publish separate recommendations regarding selection tools.
2. The hiring team will utilize structured panel interview methodology and rank the candidates by using the Interview Evaluation Form where Veteran status will be noted. Structured interviews support merit when they are based on a solid job analysis and are relevant to the position being filled.
3. All other things being equal among the top candidates, the applicant who has stated veteran status on their application will be recommended for the position. "All other things" means education, experience, quality of and performance of the interview, and substance of references.

D. Checking References

1. Reference checks are required to verify the validity of the information the candidate provided on the application/resume and/or during the interview. Educational qualifications, work experience, military records, etc. should be verified.
2. The Human Resources Department is responsible for completing the reference checks.
3. The candidate should be informed that the County will be conducting reference checks as part of the selection process. The candidate should be asked to provide the names, titles, email addresses, and phone numbers of previous supervisors, if they have not already done so on the application.
4. Reference checks may not always be successful. Many employers are very reluctant to divulge any information regarding the candidate. However, most will verify very basic information.
5. The County employment application includes a reference check release in the body of the application document.
6. The following steps will provide an effective reference check:
 - a) A written list of questions should be prepared before starting the reference calls.
 - b) Only job-related questions should be asked (refer to the standard reference check form included with this policy).
 - c) Assure the previous employer that their former employee has indicated that they would be willing to offer information and that the candidate has signed a release permitting the County to contact the previous employer.

- d) Easy, factual questions should be asked first.
- e) Positive questions regarding the candidate's strengths should be asked next.
- f) Questions that will evoke negative answers should be asked last.

7. Although personal references can sometimes be a good source of information, professional references are preferred.

8. The Human Resources Department is responsible for conducting all reference checks for all positions.

9. The Human Resources Department will verify education by asking the candidate to provide an official transcript from the educational institution. The candidate will have 60 days from the date of the offer letter to supply said transcript.

E. Assessing the Candidate

After completing the interview process, the following guidelines are provided to help avoid some common problems when assessing candidates:

1. The essential functions of the job should be reviewed.
2. All of the candidates should be measured by the same criteria. All candidates should be assessed on how qualified they are to perform the essential functions of the job.
3. An assessment form should be prepared which includes all of the criteria needed to qualify for the position, including education, experience and skills.
4. Using the assessment form, each candidate should be evaluated to determine the degree to which they possess the necessary education, experience, and skills. To ensure that the assessment is fair and complete, all of the candidates' qualifications in relation to the criteria listed on the assessment form should be placed in writing.
5. Subtle personal biases should be avoided, i.e. physical appearance.
6. All those who have interviewed candidates for a given position should use the same assessment form.
7. Once the assessment form has been completed, it should be used to help compare the candidates to select the individual who best meets the qualifications that were established.

Offering a Position

A. Prior to extending a conditional offer for a management/confidential position, the Director/Elected Official should consult with a representative from the Human Resources Department to discuss the appropriate salary for the candidate.

B. The Human Resources Department will verbally extend a conditional offer of employment to the candidate after approval at the County Commissioner's Work Session Board. If the candidate accepts the offer, the Human Resources Department should follow up with the conditional offer in writing.

C. The Human Resources Department and Director/Elected Official will impress upon the candidate that the offer of employment is conditional upon approval by the Salary Board and successful completion of the pre-employment screening process which includes a criminal background check, a drug/alcohol screen and a physical examination which is required of applicants in specific departments such as Security, Correction Facility, and Sheriff's Office.

D. Managers should exercise caution when making the offer of employment to ensure that these offers do not promise more than what is intended. Offers should not imply a contract for employment, and should be legally defensible against such charges and consistent with the County's policies and procedures. As such, the following guidelines should be followed when making employment offers:

1. Avoid using terms such as: permanent, life-long employment, guaranteed, and long and rewarding career. This kind of terminology may be construed as implying a contract.
2. Use phrases such as "generally" and "typically" when referring to the terms and conditions of employment, particularly in reference to benefits and County policies. Generalized descriptions are less likely to be misinterpreted as binding promises.
3. When discussing salary information, do not state an annual salary figure, since this may be construed as an annual contract. Instead, discuss the salary in terms of the smallest denominator (i.e. hourly, weekly, bi-weekly).
4. Clearly state the job title of the position offered.

E. If the candidate accepts the conditional offer, the Director/Elected Official must complete a Personnel Action Form and submit it to the Human Resources Department.

Pre-Employment Screening

After the candidate has accepted a conditional offer of employment and has been approved by Commissioners/Human Resources Department, the pre-employment screening process begins.

A. Criminal Background/Child Abuse Background Check

1. While the Human Resources Department conducts the initial Adams County criminal background check, a more thorough criminal or child abuse background check may be required by the department.
2. The Human Resources department is responsible for conducting references checks.
3. Departments utilizing a third party to obtain criminal background checks, credit checks, or background investigations must consult with the Human Resources Department to ensure compliance with the Fair Credit Reporting Act.
4. Unless otherwise required by law, only job-related criminal convictions shall be considered when determining employment clearance for an applicant. Departments should contact the Human Resources Department to determine the extent to which a conviction may be job-related.

B. Medical Screening

1. A representative from the Human Resources Department will contact the new hire to notify him/her of the medical screening process and the dates/times for which the candidate is scheduled.

2. Drug Screen

- a. The drug screen will be administered at the Workfirst location in Hanover, York, or Gettysburg on a walk-in basis during the hours of operations.

- b. If the new hire fails the drug screen, the offer of employment shall be withdrawn by the Director/Elected Official.

4. Physical Examination (only if a bonafide qualification for the position exists)

- a) The physical exam will be completed at a Workfirst location in Hanover, York, or Gettysburg for those positions requiring a pre-employment physical exam.

- b) Physical examinations must be scheduled in advance.

- c) If the new hire is unable to perform the essential functions of the position with or without a reasonable accommodation, the new hire's offer of employment shall be withdrawn by the Director/Elected Official.

5. Required Vaccinations

- a. Some positions may require vaccinations against Hepatitis or other blood borne pathogens.

- b. In those cases, the appointments for the vaccinations will be coordinated with the Human Resources Department.

6. The Human Resources Department will inform the Director/Elected Official of the results of the pre-employment screening process. Due to medical confidentiality, the department will not be given any details of the screening beyond pass/fail.

7. Upon successful completion of the pre-employment screening, the Human Resources Department will coordinate New Hire Orientation for the new hire. The Director/Elected Official should also contact the new hire to discuss the first day of employment.

Transfers and Promotions

INTERNAL TRANSFER

The County of Adams encourages employees to progress during the course of their employment and therefore are encouraged to review the bid list and submit for interested positions.

DEFINITIONS and GENERAL INFORMATION

1. A Promotion is the movement of an employee to a higher graded position. This may be within the same or different departments.
2. A Transfer is the movement of an employee from one position to another position and may occur within the same department or to a different department.
3. All vacancies will be posted weekly by the Human Resources Department and will remain posted for seven calendar days on the Bid List.
4. Any employee having successfully completed 6 (six) months of employment in his/her current position possessing a satisfactory work record is eligible to apply for a posted vacancy.
5. All applicants who meet minimum qualifications will be interviewed.
6. All qualified employees requesting a transfer will be given consideration without regard to race, color, creed, gender, disability, age or national origin, except where a bona fide occupational qualification exists.
7. Satisfactory Work Record – This is determined based upon a review of the employee's current attendance record and any current (within the past 12 months) performance/behavior counseling/written warnings/corrective action forms.
8. Exceptions may be considered at the discretion of the County.

PROCEDURES

1. Employees must apply for a posted position by completing an Internal Application Form (IAF), attaching a current resume (if desired), and submit to Human Resources.
2. The Hiring Department Director and/or Human Resources will determine the most qualified internal candidates and begin the interview process.
3. Final selection will be based on overall qualifications including the following:
 - Ability to perform the essential functions of the job.

- Possession of necessary experience and education and/or training, including licensure, registration or certification.
 - Previous work record, including review of the employee's attendance record and any correction action forms, etc., received within the past 12 months.
 - Where a comparison of the above factors results in two or more candidates of essentially equal capabilities, years of service will be a consideration in the final decision.
4. The Hiring Department Director and/or Human Resources will collaboratively identify the internal applicant to be hired and determine pay rate according to compensation policy.
 5. The Hiring Department Director will complete a Personnel Action Form and the information will be forwarded for Work Session discussion and subsequent Salary Board approval.
 6. All applicants are notified whether or not they are selected and will be given the opportunity to discuss areas where improvement is needed in order to prepare them for future opportunities.

REHIRE

The County of Adams may consider an individual for rehire when an employee has left voluntarily with sufficient notice of resignation, worked at least two weeks in entirety before his/her last day of work, and had no recorded performance issues of a written warning or higher within two years of leaving.

To be considered for rehire the individual must submit a new application and will be considered along with other qualified candidates for the position. The pay rate will be in compliance with the position pay scale.

DEMOTIONS

When a demotion is in the best interest of the employee and the County of Adams it will be granted to the employee. The pay will be recalculated based on the pay grade and years of service.

RESPONSIBILITIES

1. It is the responsibility of the employee to give a written 14-day notice to his/her current department if they are selected and accept a transfer to a position in another department.
2. It is the responsibility of Human Resources to forward the Internal Application Forms of qualified candidates to the appropriate Department Director for review.
3. It is the responsibility of the Hiring Department Director who is receiving the transferring employee to notify Human Resources of the hiring decision and prepare the necessary Personnel Action Form.

4. It is the responsibility of Human Resources to present the Personnel Action Form and any clarifying documentation to the Salary Board for approval prior to the official job offer.
5. The Releasing Department Director should understand and encourage the employee in his/her career goals, assist in defining career objectives and encourage the employee to pursue career development.

Certain County employees are subject to the provisions of prevailing collective bargaining agreements. Provisions of such collective bargaining agreements must be followed if there is a conflict between this policy and such provisions.

A. If a current employee is selected to fill a vacancy, the supervisor shall offer the position to the candidate contingent upon approval from the Commissioners/Human Resources Department and successful completion of pre-employment screening (where applicable).

B. A Transfer/Promotion/Reclassification Requisition must be completed and sent to the Human Resources Department no later than Thursday noon for processing for the following week. The Human Resources Department will process the request and list it on the appropriate agenda for approval.

C. The Human Resources Department will contact the department to schedule orientation, if applicable.

FURLOUGH POLICY

When a reduction in force is necessary, due to lack of funds or work, reasonable efforts will be made to find other employment within the County of Adams. The method(s) by which this will be attempted include reassignments, reclassifications, and demotions. In determining order of furlough, length of continuous service and ability to perform the work will be the factors used. When ability to perform work is determined equal, length of continuous service will be the determining factor.

POLITICAL ACTIVITY POLICY

County of Adams employees will comply with The Hatch Act, United States Code, Title 5, Chapter 15- Political Activity of Certain State and Local Employees. This requirement includes individual political activity by employees and political activity in county owned buildings.

The Hatch Act contains language regarding permitted and prohibited political activities and applies to employees who are principally employed in connection with programs financed in whole or in part by loans or grants made by a federal agency.

Elected officials are strictly prohibited from political coercion.

All employees are regularly informed of their rights and responsibilities under the State and Federal laws on an annual basis by email or employee newsletters.

Work Related Reference

Applicant's Name: _____

Position Held:_____ **Dates of Employment:**_____

In what capacity do you know the applicant?_____

How long have you known the applicant? _____

What can you tell me about his/her strengths? _____

What can you tell me about his/her weaknesses? _____

How well does he/she handle stress? _____

Can you tell me about his/her people skills? _____

Can you tell me about his/her organizational skills? _____

Would you recommend this person for the job?_____

Do you have any reservations about doing so?_____

Name/Title

Date

Sample Job Candidate Correspondence

Sample #1: Correspondence for Candidate who was interviewed

September 19, 2010

Jane Doe
1234 Hickory Falls
Gettysburg, PA 17325

Dear Jane:

Thank you for your interest in the _____ position for the County of Adams Human Resources Office. We appreciate the time you took to speak with us. We were favorably impressed with your credentials; however, we have filled the position with an individual who more closely meets our specific requirements at this time.

This decision in no way precludes you from applying for other positions as they arise in the future. If you should be interested in future openings as they develop, please notify our office. County jobs are posted and updated at the end of each week at our website: www.adamscounty.us

Again, thank you for your interest in the County of Adams, and we wish you every success in your career endeavors.

Sincerely,

Human Resources Generalist

On behalf of John Doe , Human Resources Director

Sample Conditional Offer of Employment

July 18, 2011

Jane Doe
1234 Hickory Drive
Gettysburg, PA 17325

Dear Ms. Doe:

We are pleased to offer you the position of _____ in the Children and Youth Services agency for the County of Adams, which is *contingent upon satisfactory drug screening*. This is a regular full-time (40 hours per week) position beginning on **Monday, August 6, 2011** at the pay rate of **\$16.28 per hour**. You will be eligible for our full-time benefit package, which includes health, dental, vision, and prescription insurance effective October 1, 2011 and a retirement plan effective November 6, 2011. This letter does not constitute an employment contract, nor does it guarantee continued employment.

On August 6, 2011 please report to the **Children & Youth Services** department on the second floor of the Courthouse at **8:00 am**. New Hire Orientation in the Human Resources Department will be held at 9:30 am and will continue until 2:30 pm. During Orientation, you will be completing the paperwork necessary for us to set you up in our payroll system. One federal form in particular (I-9) requires proper identification. A list of acceptable documents that can be used for identification purposes is enclosed.

Please bring the following with you to orientation:

- **Proper ID for the I-9 form (please review the list of acceptable documents)**
- **Voided check and/or deposit slip for direct deposit**
- **Signed copy of this letter**
- **Copy of your Bachelor's Degree or transcripts verifying same**
- **The originals of the following clearances:**
 - 1.) **Pennsylvania Child Abuse History Clearance (Act 33)**
 - 2.) **Pennsylvania State Police Request for Criminal Records Check (Act 34)**
 - 3.) **FBI Criminal Background Check (Act 73)**

Thank you. Please feel free to contact me if you have any questions. We look forward to having you on our team!

Sincerely,

Human Resources Specialist

*On behalf of John Doe, Administrator 3
Children and Youth Services*

cc: personnel file
enclosures

*For salaried employees, list compensation in bi-weekly increments.