

# ADMINISTRATIVE PROCEDURES

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## RECRUITMENT AND SELECTION

### AUTHORITY

These Administrative Procedures were initially approved by the Executive Director on May 21, 2003. Amendments were last approved by the acting Executive Director on March 15, 2024.

### APPLICATION

These Administrative Procedures apply to all employees. For specific guidance on recruitment and selection of contractual (non-Merit System) employees, please refer to M-NCPPC Administrative Practice 2-16, Contract Employment: Seasonal/Intermittent, Temporary, and Term Employment.

### PURPOSE AND BACKGROUND

The purpose of this document is to set forth the policies, guidelines, procedures and responsibilities of the M-NCPPC with regard to identifying and selecting employees to meet the skill requirements necessary to accomplish the agency's work program.

These Administrative Procedures were initially issued by the Executive Director on May 21, 2003, to implement revised Administrative Practice 2-10, Recruitment and Selection. Since initial implementation, the Administrative Procedures have been amended as follows:

- July 1, 2008: Amended to implement the re-engineered shared services recruitment model to streamline the recruitment process.
- November 20, 2019: Incorporated amendments to add new sections for Authority, Application, Purpose and Background, and References for consistency with agency policies; update definitions; update attachments; and, reflect current recruitment and selection approach and technologies used.
- January 1, 2021: Amended to comply with the Maryland Wage History and Wage Range Act of 2020, which amended the Equal Pay for Equal Work Act. The Equal Pay for Equal Work Act prohibits discriminatory pay practices, including gender-based pay discrimination. The amendment strengthens these protections by ensuring employers do not retaliate against or refuse to interview, hire, or employ an applicant who does not provide wage history or requests a wage range from the employer.
- March 15, 2024: Amended to clarify the requirements for criminal history record checks for volunteers.

## REFERENCES

- M-NCPPC Administrative Practice 2-10, Recruitment and Selection.
- M-NCPPC Administrative Practice 2-16, “Contract Employment: Seasonal/Intermittent, Temporary and Term Employment.
- M-NCPPC Administrative Practice 2-28, Composition, Privacy, and Disposition of Employment Records.
- M-NCPPC Administrative Procedures 08-01, Employee Referral Bonus Program.
- M-NCPPC Administrative Procedures 08-02, Employment Bonus (Sign-On Bonus) Program.
- M-NCPPC Administrative Procedures 99-06, Employee Orientation.
- Merit System Rules and Regulations:
  - Chapter 300, Equal Employment Opportunity
  - Chapter 500, Merit System Employees: Career and Probationary Status
  - Chapter 600, Applications for Employment and Medical Examinations
  - Chapter 700, Selection Procedures
  - Chapter 1100, Promotions, Reassignments, Temporary Assignments, and Changes to Lower Grade
- Collective Bargaining Agreements.
- Fair Credit Reporting Act (FCRA)
- Maryland Job Applicant Fairness Act
- Maryland Equal Pay for Equal Work Act
- Maryland Family Law Code Ann. §§5-550 *et seq.*
- Code of Maryland Regulations (COMAR) Section 10.16.06 *et seq.*
- COMAR Section ~~title~~ 13A.16.06 *et seq.*

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## **OVERVIEW/PROCEDURES**

These Administrative Procedures are intended to guide Departmental Managers and Recruiters on the implementation of Practice 2-10, Recruitment and Selection. The Procedures specifically outline critical steps in the identification, screening, and final selection of job candidates.

Employees covered by collective bargaining agreements must refer to their specific agreement for clarification, as appropriate.

The M-NCPPC administers a Shared Services Recruitment Approach (Procedures 03-03, Attachment A) that provides for the full participation of Hiring Managers in the process. The process is designed to expeditiously initiate recruitment activity upon determination of a vacancy and allow flexible opportunities for the Hiring Managers to acquire qualified applicants to fill vacant positions to accomplish their work programs. The approach requires full accountability for all vacant positions, and the mandate to expeditiously recruit and fill all vacancies. The significant features include:

- Recruitment upon the recordation of a vacancy;
- Robust candidate pools;
- Continuous advertising for recurring (often vacant) positions;
- Consultation provided by Recruiters to Hiring Managers; and
- Accountability of Hiring Managers and Recruiters in the recruitment process.

It is the policy of the M-NCPPC to:

- Recruit, hire, promote, and transfer candidates for all job classifications, based solely upon job-related criteria and the qualifications of the individual.
- Make tools available to help productive M-NCPPC employees locate available positions within the agency.
- Post all open positions on the agency's Career Opportunities website, and in the related Job Opportunity Bulletin.
- Identify, cultivate, and use multiple recruitment sources.
- Monitor the agency's staffing practices to ensure that the M-NCPPC attracts and retains talented employees, who effectively meet the skill requirements necessary to accomplish the agency's work program in a competitive and rapidly changing business environment.

- Ensure that a Supervisor or Manager does not have closely-related individuals (such as a spouse, domestic partner, person involved in a dating relationship, children, stepchildren, parents, in-laws, siblings, or other family members) under their direct or indirect supervision, to prevent potential conflicts of interest, allegations of favoritism, sexual harassment, or otherwise adverse hiring practices.

The employment or transfer of individuals into a situation in conflict with this policy is prohibited. If a conflict with this policy occurs under any circumstances, the individuals involved are required to immediately report the situation to their Department Head, Manager, and/or the Human Resources Director to determine the best course of corrective action.

Under the guidance of the Human Resources Director, the Recruitment and Selection Services Office provides daily administration of proactive recruitment services, including recruitment strategy development and recruitment plan execution, in partnership with each of the departments.

For specific guidance on recruitment and selection of contractual (non-Merit System) employees, please refer to M- NCPPC Administrative Practice 2-16, “Contract Employment: Seasonal/Intermittent, Temporary and Term Employment.”

### **EQUAL EMPLOYMENT OPPORTUNITY**

The agency prohibits discrimination in any employment action. M-NCPPC employees and job applicants are covered by all applicable federal and state employment laws and regulations including, but not limited to Title VII of the Civil Rights Act, as amended; the Americans with Disabilities Act; the Age Discrimination in Employment Act; and other applicable federal, state, and local laws. The Human Resources Director and Department Heads are responsible for ensuring that the employment process complies with these applicable regulations, and with applicable M-NCPPC employment policies, including the Merit System Rules and Regulations.

In accordance with all applicable federal and state laws, reasonable accommodations will be made available to applicants in all phases of the employment process, upon request. The responsibilities for these accommodations are assigned as follows:

- Application Process - Recruitment and Selection Services Office
- Testing Process - Recruitment and Selection Services Office (e.g., typing, computer skills, Park Police, and Police Communications Technician examinations)
- Interview Process - Department Head/Hiring Manager

## **MARYLAND EQUAL PAY FOR EQUAL WORK (EPEW) ACT**

Maryland's Equal Pay for Equal Work (EPEW) law establishes protections for employees related to compensation. Employers are prohibited from discriminating against employees based on sex or gender identity and from paying employees of one sex or gender identity less than other employees who perform comparable work for the same employer. The EPEW law also prevents employers from prohibiting employees from inquiring about, discussing, or disclosing a co-worker's pay.

Maryland's EPEW law was amended on October 1, 2020, by the Maryland Wage History and Wage Range Act, adding to the existing nondiscrimination and equal pay standards. In particular:

- Employers are prohibited from retaliating against an applicant by refusing to interview, hire, or employ an applicant because the applicant did not provide a wage history or requested the wage range of the position for which the applicant applied,
- Employers are prohibited from requesting or relying on a job applicant's prior wage history when screening applicants, considering applicants for employment, or setting initial pay, and
- Employers are required to provide job applicants, upon request, with the wage range of the position for which the applicant applied.

**One exception exists:** once an employer makes a job offer, the employer may seek to confirm and may rely on any wage history voluntarily provided by the applicant to support the employer in making an offer higher than the employer's original offer.

## **RECRUITMENT AND SELECTION PROCEDURES**

### **I. POSITION VACANCIES**

#### **A. Position Forecasting-Workforce Analysis and Planning**

Forecasting and workforce analysis is an on-going process. It is a collaborative process conducted by the Recruiter with the hiring department. This process has a myriad of significant activities that include the following:

1. Review and analysis of workforce availability statistics by occupation.
2. Review and analysis of data related to personnel actions (employment, termination, resignation, retirement, promotion, budget changes, grade change, etc.).
3. Review and analysis of the agency's employee profile (Personnel Management Review).
4. Succession planning activities and integration.

The workforce analysis and forecasting process is designed to facilitate the development and maintenance of a proactive talent-sourcing program. The effort's goal is to obtain an outstanding group of candidates to be interviewed. The Recruitment and Selection Services Office will constantly work to improve the quality of available candidates. Recruiters will utilize the following strategies to perform workforce analysis activities:

1. Write effective advertising material using creative, user-friendly language.
2. Target efforts to appropriate source options (e.g., geographic location, professional organizations, academic institutions, job fairs, social networking).
3. Use Internet sites that provide cross-posting or print media posting.
4. Develop formal and informal applicant referral networks, including current employees.
5. Develop a directed college recruitment process for internship programs and entry-level positions.
6. Utilize various hiring incentives, as necessary.

To determine the appropriate opportunities for diversity representation, the Recruiter will obtain and analyze data from various sources, including, but not limited to: (i) the agency's Human Resources Information System; (ii) input from organizations such as the Diversity Council; (iii) data gathered and issued by the U.S. Department of Labor; and, (iv) past and current recruitment plans.

#### **B. Identifying and Establishing Vacancies**

Vacancies may derive from the following events:

1. Vacating a position when an employee leaves (e.g., termination, reassignment, promotion, demotion, change in title, etc.).
2. A newly budgeted position approved by the County Council that has not been previously advertised.
3. Advertising an existing position that has been vacated, frozen, or delayed.

The Department Head is responsible for taking prompt action to fill vacancies.

When a department becomes aware that a vacancy will occur, such as advance notice of a resignation or retirement, an *Interim Personnel Action Form (PA-2)* (Procedures 03-03, Attachment B) or Automated Personnel Action (as appropriate) should be expeditiously created and the Recruiter notified. This will allow for the recruitment process to begin immediately, often before the resigning employee leaves the agency. The vacancy cannot be filled until the position is vacated.

When a position becomes vacant for any reason, or a new position becomes available, the Recruitment and Selection Services Office will immediately assign a Recruiter to manage the process of filling the vacancy. This includes posting the vacancy on the M-NCPPC's Career Opportunities website and listing in related Job Opportunity Bulletins. The Recruiter will communicate with the Department Head or Hiring Manager responsible for the vacancy to discuss recruitment strategies. In the event that an existing position becomes vacant, unless the Department Head provides a written declaration that posting and filling of the vacancy should be delayed and provides a definite intent-to-fill date or indicates that there are changes to the existing position, the recruitment activity will begin. All appropriate information regarding the vacancy status should be provided on the Applicant Tracking System (NeoGov) that documents and approves the vacancy.

If there is a change to an existing position, the requisition within the Applicant Tracking System (NeoGov) will be used to declare status changes, which would affect/delay the recruitment process. The hiring Department Head is responsible for approving position modifications and for taking prompt action to fill vacancies. Completion of a requisition and providing supporting materials are necessary to document the agency's position management requirements. The requisition should also be used in the event of a newly budgeted position.

The Classification and Compensation Office will verify and approve an existing position number, pay grade and salary, job code, and justification for any change or new title or grade, or will create a position number in the event of a new position. This information will then be used to update the Human Resources Information System. The Human Resources Information System (HRIS) is used to track positions once they have been approved. Each authorized budgeted position is assigned a unique number.

## II. IDENTIFYING JOB APPLICANTS

### A. Recruitment Strategy Development

After a position is vacated or a new position is created, the Recruiter and the Hiring Manager may conduct a strategic recruitment planning session. This is a planning session, conducted by the Recruiter in person or by telephone, and attended by the Hiring Manager, and/or Department Head, and other appropriate personnel. The objective is to create shared expectations regarding the recruiting initiative and desired results.

Participants in the strategic recruitment planning session can review the position description; add additional requirements, if necessary; discuss the scope of advertisement; address the use of external or internal-only applicants; address split postings, if necessary; and identify potential sources of qualified applicants.

After the planning session, the recruitment and management participants will have a shared understanding and agreement regarding the recruitment strategy, time frame, and sequence of events. The results of this session may be documented on a *Strategic Recruitment Plan (SRP) Form* (Attachment C).



When an existing position becomes vacant, recruitment activity will begin unless the Department Head provides a written declaration that the posting and filling of the vacancy should be delayed with either a definite intent to fill date or a notice of changes to the position.

**Posting Individual Vacant Positions:**

Posting of individual vacant positions should be utilized when a department needs to fill a limited number of same title positions, or when the position is unique and requires a special recruitment strategy to attract and retain qualified candidates.

1. The Hiring Manager or designee shall post, through the Recruitment and Selection Services Office, all open Merit System career opportunities on the agency's Career Opportunities website and in related Job Opportunity Bulletins for a minimum of ten (10) working days. Certain positions covered by Collective Bargaining Agreements must also be posted for a minimum of eleven (11) working days. All qualified applicants who apply within the required job posting period should be considered for the open position. (See: Advertising Costs, Section II, D.)
  - a. Hiring Managers are encouraged to list a closing date on all postings. Postings listed as "continuous" should only be used in selected cases (for example, when the position is entry-level or generic, when multiple openings reoccur over a defined time frame, such as in 'Seasonal/Intermittent' opportunities, or for executive/Appointed positions). Even under these circumstances, departments should carefully assess vacancy needs and coordinate with the Recruiter before designating a "continuous" posting. Opportunities listed as "continuous" after 90 days, except for "Seasonal/Intermittent" postings, should be deferred until the department and Recruitment and Selection Services Office discuss a revised recruitment strategy. In no case should a "continuous" posting be left open beyond a six-months.
  - b. All vacancy postings by the Hiring Manager to external sources must direct responses to the M- NCPPC's Career Opportunities website. Responses will be shared with the posting department if determined to be qualified.
  - c. The Recruitment and Selection Services Office shall establish eligibility for all applicants prior to an interview by the Hiring Manager.
  - d. Advertisements running in any print media (newspaper, journal, etc.) or job boards/websites must be coordinated with the Recruitment and Selection Services Office prior to placement.
  - e. When a selection has been made, the recruitment effort is closed-out.

2. Posting the job on the agency's Career Opportunities website must be initiated prior to, or concurrent with, advertising the position in any external media. If the recruitment process will include the involvement of a placement/staffing agency or is contingent upon other special circumstances, it should be so stated in the job posting.
3. In instances where a vacancy occurs and the same position is posted or recently closed, the Hiring Manager is allowed to use the same referral list to fill both positions, without having to advertise for the second position. The following conditions must apply:
  - a. The positions must be identical, including the same grade, job classification, duties, unit and department, location, and immediate supervisor.
  - b. The unexpected vacancy must have a requisition submitted after the closing date of the current recruitment effort. Specifically, the request for waiving advertisement must occur within 90 days from the advertised position's closing date.
  - c. Multiple use of a referral list applies to vacancies that occur unexpectedly, while there is an ongoing recruitment effort for the same position. Unexpected vacancies may occur due to an employee's promotion, resignation, notice of retirement, or creation of a newly budgeted position(s). Hiring Managers are excluded from applying this provision (i.e., a second position must be posted) if an open position has completed its interview and selection process, or an offer is made within 90 days of the current vacancy. The exclusion applies even if the position is vacant for reasons such as the selected candidate: (i) declined the offer of employment; (ii) is deemed ineligible for hire; or, is discharged upon hire. In such cases, a second choice should be considered from the pool of candidates who interviewed for the position. If there is no further consideration of the candidate pool, the department is to re-advertise the position.
  - d. Reuse of an existing referral list is not permitted in cases where a Collective Bargaining Agreement mandates posting of the new position.
4. In the event the vacant position is covered by the M-NCPPC/MCGEO Collective Bargaining Agreement, the Recruiter will determine if consideration should be granted for Priority Consideration or a Transfer request regarding the vacant position. (See: M-NCPPC /MCGEO Bargaining Agreement.)
5. Hiring Managers are encouraged to evaluate whether there are qualified individuals within their organizational units for whom the vacant position would be a good career opportunity for their succession plan, and to encourage these qualified candidates to apply. Applicants encouraged in this manner must be advised that eligibility and selection must be achieved based on M-NCPPC standards.

## **B. Employment Opportunity System**

1. All available Merit System positions must be announced through the agency's Employment Opportunity System which is the M-NCPPC Career Opportunities website. Positions may also be announced through:
  - a. The Job Opportunity Bulletin (J.O.B.) (required if the position is represented by MCGEO).
  - b. The UPDATE Employee Newsletter; and/or
  - c. Various other print or social/electronic media.
2. To be considered for an available Merit System position, interested job candidates must apply through the agency's Career Opportunities Website by submitting an M-NCPPC Employment Application during the job announcement period. Applicant qualifications will be evaluated based on the submitted materials.

## **C. Job Applicant Sourcing Options**

M-NCPPC may solicit applications for employment from:

- Current employees and
- External applicants.

If the Strategic Recruitment Plan (Plan) calls for advertising a vacancy outside of those sources referenced above, the Recruiter will collaborate with the Department Head/Hiring Manager to define a detailed recruitment sourcing plan. The Plan information will be included and documented on the Strategic Recruitment Plan Form. The Plan will provide the following information:

1. Where the position will be advertised, including special or unique recruitment sources to attract the best-qualified pool of applicants. (Recruitment sources in addition to the agency's website, Job Opportunity Bulletin (J.O.B.), and the employee newsletter, UPDATE, may be considered.
2. The period of time the position will be advertised.
3. Language or specific description requirements.

The Recruitment and Selection Services Office will maintain a comprehensive list of sourcing options that may include, but are not limited, to, the following:

1. National, regional, state, and/or local newspapers;
2. Professional journals/publications;
3. Recruitment Internet sites or job boards;
4. Electronic and social media;
5. University/college recruiting or websites;
6. Professional societies/conferences, websites, and publications;
7. Recruitment/staffing firms;
8. Job fairs or similar events;
9. Other recruitment activities; and/or
10. Referrals.

The Recruiter is responsible for researching the cost of advertising media as defined in the Strategic Recruitment Plan. The Recruiter will provide this information to the Hiring Manager and/or Department Head responsible for funding the sourcing activities. The Recruiter will advise the Hiring Manager and/or Department Head of the potential success of the sourcing activity and offer any alternative suggestions. The Department Head is responsible for making the final sourcing decision and approving the expenditure of funds to support the approved activities. Any applicant referred to the agency for employment in a Merit position should be directed to the Agency's Career Opportunities Website to apply.

**D. Advertising Costs**

The hiring department is responsible for providing funds for advertising activities other than announcements placed in agency-wide sources, including the M-NCPPC website, Job Opportunity Bulletin (J.O.B.), and the employee newsletter UPDATE. Should the department wish to advertise a vacancy in external sources such as newspapers, trade journals, professional association publications, specific external websites, etc., this media placement must also be coordinated through the Recruitment and Selection Services Office by following the process outlined below:

1. The Hiring Manager requests that the Recruitment and Selection Services Office advertise a position in specific external sources.
2. The Recruiter assists the Hiring Manager by composing the vacancy ad and forwarding the draft to the external publishing source for a cost estimate.

3. The Recruiter forwards the cost estimate to the Hiring Manager for approval before the placement of the ad is finalized.
4. Once the cost is approved by the Hiring Manager's Department Head, the Recruiter gives the external publication final approval for placement of the advertisement.
5. The recruitment media source sends the invoice to the M-NCPPC via the Recruitment and Selection Services Office, or the Office makes direct payment via a Purchase Card.
6. The Recruitment and Selection Services Office reviews the invoice/receipt for accuracy and processes a payment request. The documents shall include funding information provided by the hiring department for payment of the invoice, the number and title of the position advertised, the publishing source to be paid, and the invoice cost.
7. When the payment documentation is completed and confirmed by the Recruitment and Selection Services Office (including budget code information of the hiring department), it is sent to the Department of Human Resources and Management (DHRM), Corporate Policy and Management Operations Division, Management Services Unit, for allocation, approval, and payment.
8. After approval is complete, the documents are retained by the Recruitment and Selection Services Office.

E. **Bonus Programs**

1. **Employee Referral Bonus Program**

The Employee Referral Bonus Program is a recruitment program designed to encourage current M- NCPPC employees to refer qualified job applicants to the agency. To acknowledge the value of the employee's referral, the Program rewards current employees who refer qualified and successfully hired external job applicants for Merit System positions within the M-NCPPC. For details about how this program works, see M-NCPPC Administrative Procedures 08-01, Employee Referral Bonus Program

2. **Employment Bonus (Sign-On Bonus) Program**

The Employment Bonus Program is a supplemental recruitment tool the agency may utilize as a hiring incentive to attract qualified job applicants into positions that are deemed "hard-to-fill." These positions, as approved by the Department Head, are defined as those that are highly competitive in the labor market due to specialized skills and/or certifications, those jobs in which there is high turnover, and those jobs that possess other types of labor industry challenges. For details about how this program works, see M-NCPPC Administrative Procedures 08-02, Employment Bonus (Sign-On Bonus) Program.

### III. APPLICANT PROCESSING

#### A. Screening of Job Candidates

All applications received by the Recruitment and Selection Services Office will be screened against the basic, required qualifications as identified in the agency's classification specification. The Recruiter will conduct the initial screening to determine the eligibility for all applicants, based on the minimum qualifications for the position. The screening will be comprehensive and enable the Hiring Manager to make preliminary decisions regarding the potential for interviewing job applicants. The Recruiter will screen for qualifications and other predefined characteristics as noted in the advertised open position. Some required qualifications may include but are not limited to education; experience; valid driver's license and/or Commercial Driver's License (CDL); and professional certifications.

Except as provided by Section IV(C) (Compensation Considerations), the agency may not:

- Rely on wage history in screening applicants, and
- Seek wage history from an applicant or their current or former employer.

The M-NCPPC must provide an applicant, upon request, with the wage range for the position to which they have applied.

The Recruiter may provide the Hiring Manager with employment applications via a referral list generated from the Applicant Tracking System (NeoGov).

The Recruiter is responsible for reviewing the applications and providing them to the Hiring Manager within three (3) workdays after the position closing date. Continuous positions will receive updated referral lists each week that the position remains open. It is the responsibility of the Hiring Manager to review the forwarded applications promptly and keep the Recruiter apprised of the review progress. The Hiring Manager and Recruiter will work closely to determine the next steps necessary to make the selection.

All eligibility and nationality questions must be referred to the Recruitment and Selection Services Office for resolution.

#### B. Scheduling and Conducting Interviews

Once applicants for interviews have been identified, the departmental Human Resources/Recruiting Coordinator will collaborate with the Hiring Manager to start the initial screening process via the telephone, in person, and/or by questionnaire. The Recruiter and the Hiring Manager may collaborate to identify questions that best clarify or elicit the applicant's knowledge, skills, and abilities to successfully perform the required responsibilities for the open position. A screening questionnaire, based solely on job-related criteria and the qualifications of the job applicant, may also help predict the applicant's suitability for a

particular position. Additionally, this tool may aid in identifying key areas to query during candidate Interviews and reference checks (Attachment D, *Phone Screens – A Valuable Recruiting Tool*).

Formal interviews (panels) are required to fill vacant Merit positions. Upon prior approval by the Human Resources Director, certain job classes may be excluded from the formal interview (panel) process. The Hiring Manager may schedule, interview, and select applicants for these positions without convening an interview panel. The Hiring Manager may select and interview applicants from the referral list, and then notify the Recruiter via the *Recommendation for Employment Package Checklist* (Attachment E).

When a formal interview is requested, the hiring department is responsible for selecting the interview panel members. Individuals on the panel must be knowledgeable of the job-related areas to be covered during the interview process. The hiring department is responsible for conducting fair and impartial interviews. The Recruiter and departmental Human Resources personnel may provide technical assistance to the Hiring Manager when selecting the interview panel and in developing interview questions. The Recruiter may also participate in the actual interview.

The hiring department is responsible for scheduling and notifying applicants selected for an interview(s). In doing so, the hiring department may contact applicants by telephone, by regular mail (if time permits), or by e-mail.

To ensure against negligent or discriminatory hiring practices, at least five (5) days before the interview, the hiring department may screen the interview questions and transmit them confidentially to the Recruiter or the department's Human Resources counterpart, as long as they are not being considered for the position. The following information must be included via inter-office mail (time permitting), e-mail, or facsimile:

- A list of proposed interview questions designed to identify the skills and characteristics needed to be successful in the position. Questions should be open-ended and require multiple-word responses that lend themselves to discussions from which the interviewer can build additional questions.
- A copy of any tests the applicants will be required to complete as a part of the interview process. All written examinations, skills tests, and other selection methods must be job-related, valid, and approved by the Department Head and by the Human Resources Director (or designees) before use.
- A list of interview panel members. The hiring department shall be responsible for ensuring the diversity and relevance of the interview panel members. All interview panel members must know the qualifications needed to be successful in the position. For example, an interview panel might be composed of:

- Hiring Manager or designee; and
- Two or more employees who are in positions of a higher grade and are familiar with the job/work requirements.

An interview panel cannot include more than one (1) individual of the same grade as the vacant position.

On rare occasions, panel members external to the agency may be utilized when they contribute a necessary level of expertise or have a legitimate interest in ensuring that the most qualified applicant is selected for the position. In these cases, the external panel member must agree to adhere to the same standards of fairness and equal opportunity as would a representative from the agency.

Hiring Managers are responsible for ensuring that panel members are present for all interviews. If there is a conflict, or if emergencies occur, the Hiring Manager must consult with the Recruitment and Selection Services Manager to seek resolution on a case-by-case basis. The Hiring Manager leads the interview panel, ensures that panel members are qualified to serve on the panel, provides panel members with background information for each applicant, and determines the approach and process to be used during the interview. The Hiring Manager also briefs the interview panel members about the specific knowledge, skills, abilities, and experience required for the open position.

At the request of the Hiring Manager, Department Head, or Human Resources Director, the Recruiter or the department's Human Resources representative may attend any interview session. The Recruiter's or department's Human Resources representative's attendance at the interview session may include actual participation in the process, oversight or witness to the process, and/or technical assistance to panel members. The Recruiter or department's Human Resources representative: (i) may also explain employment benefits, salary structure, promotion process, and other details to the applicants, and (ii) can guide the Hiring Manager on the use of a standardized candidate rating system. Generally, a Recruiter will not attend interview sessions for positions at grade 16 or below.

To ensure inclusiveness, in some circumstances, a second-level interview may be required. The process for any second-level interview will follow the same procedures as first-level interviews. Second-level interviews may be conducted by the same or different interview panel and with more intensely focused or specific job-related questions. The following sample documents can be used to assist with the interview process:

- a. Attachment F, *Behavioral Interview Questions*
- b. Attachment G, *Illegal Job Interview Questions (and Legal Alternatives)*



- c. Attachments H and I, *Candidate Interview Rating Form* and *Candidate Interview Ranking Form*

When identical vacancies exist in departments, Hiring Managers in the departments where the vacancies exist may convene joint interview panels with members from all departments involved. The Results of the panel evaluations may be included in the selection methodology to fill the vacancies. Coordination of offered salaries should also be considered in this process. (See: Section IV. C., Compensation Considerations.)

#### IV. RECOMMENDATIONS AND JOB OFFER PROCESSING

##### A. Selecting and Recommending a Candidate for Hire

The Department Head is responsible for ensuring that all employment selections are fair and equitable and in compliance with all applicable laws and Merit System Rules and Regulations. Candidate selection will be based on an objective evaluation of qualifications compared with the requirements of the position. Relevant evaluation information includes, but is not limited to, education, training, work history, and past performance.

Except as provided by Section IV(C) (Compensation Considerations), the agency may not:

- Rely on wage history in considering applicants for employment, and
- Seek wage history from an applicant or their current or former employer.

Interviews may be supplemented with additional evaluation methods, including written examinations and performance or skill tests. Familiarity with the agency's workplace, in and of itself, is not a sufficient differentiator to determine the most qualified candidate for employment.

The hiring department is responsible for notifying the Recruiter of an applicant selection. Departmental Human Resources/administrative staff may also be designated to support the Hiring Manager with recruitment activities such as coordinating logistics, scheduling, processing, and disseminating Human Resources-related documents. After the interview process, the Hiring Manager or unit Human Resources personnel forwards a completed *Recommendation for Employment Package Checklist* Form, in confidence, via inter-office mail or other approved means, to the Recruiter. The Department Head must also indicate approval by signing the form. (Attachment E, *Recommendation for Employment Checklist Form*).

##### B. Reference Checking

All applicants recommended for hire shall have a professional reference check performed. Character references may also be conducted as appropriate. Reference checking is a valuable human resources tool used to collect information about a candidate's experience related to the qualifications of the position. One of the most effective methods of predicting the candidate's

performance is generally demonstrated by past performance. Reference checking is a significant tool in the recruitment decision-making process; therefore, careful planning must be given to execute the actual reference-checking interview. The hiring department only checks references for persons who have successfully completed the initial testing, interview, and screening process.

The hiring department may conduct professional reference checks with past supervisors for purposes of determining the quality of the candidate's current and past job performance. The hiring department may also conduct character reference checks with the applicant's personal acquaintances to determine the quality of the candidate's interpersonal skills. The character reference may also be used for establishing credibility and/or past job performance based on the candidate's relationship with the individual being interviewed. The Recruiter works with the hiring department to provide guidance and training to ensure that the process is conducted according to established procedures. Examples of forms are also provided to be used in the reference-checking process. All candidates must receive a satisfactory reference check before any offer of employment is confirmed. (Attachment J, *Reference Check Questionnaire Form*). When past employers require authorization from the candidate to release information, the Recruiting and Selection Services Office will coordinate with the candidate to sign an *Authorization to Release Information Form* (Attachment L). A copy of this signed form will be made available to the party requiring this release before proceeding with the reference check.

All questions asked in the reference-checking process must be job-related. Information obtained from the reference check must be used specifically to determine eligibility for the job. Access to the information obtained from the reference check is restricted and limited to managers/Human Resources personnel involved in the position's employment process on a need-to-know basis. All documents pertaining to reference checks shall be forwarded to the Recruitment and Selection Services Office for review and record-keeping purposes. If the results of the professional and character reference checks are acceptable, the candidate may be offered a position.

It is prudent to check the most recent ten (10) years of professional experience prior to the employment application date, or any portion of that period for which there is an employment record. Professional experience gained through self-employment may be verified through clients or business associates. Documentation of experience may also be verified by past performance evaluations. The Hiring department must administer this process with due diligence in obtaining and documenting references, to avoid negligent hiring situations.

C. **Compensation Considerations**

All offers of employment must include a salary recommendation. The Hiring Manager may recommend a salary range to expedite the negotiation process with the candidate. All salary offers and compensation determinations must follow the provisions in the Merit System Rules and Regulations and the applicable Collective Bargaining Agreement.

The salary range of a position is based on the grade level of the position. When determining compensation, the proposed base salary cannot be less than the minimum nor exceed the maximum of the agency's pay range. In addition, the agency may not:

- Rely on wage history in setting initial pay, and.
- Seek wage history from an applicant or their current or former employer.

After the agency makes an initial offer, the M-NCPPC may seek to confirm and may rely on any wage history voluntarily provided by the applicant to support the M-NCPPC making an offer higher than the agency's initial offer.

#### Salary Offers and Counter-Offers in Excess of the Middle of the Established Range

Approval is required from the respective Department Head to extend an offer or to accept an applicant's counter-offer, in excess of the middle of the established salary range for a position. Should the Department Head desire additional information on the salary range, they may consult with the Classification and Compensation Office.

In such cases, the prospective Hiring Manager should submit Attachment M, *Request for Salary Exemption Form* to the Classification and Compensation Office for review.

Within five (5) business days of receipt, the Classification and Compensation Office will review the request and provide the Department Head with a recommendation. If a Department Head chooses not to follow the Classification and Compensation Office recommendation, the decision will be documented in writing and noted in the hiring package.

To determine the candidate's appropriate compensation, the Hiring Manager should refer to the Merit System Rules and Regulations, applicable salary schedule, and/or Collective Bargaining Agreements.

#### **D. Offer of Employment**

If the Hiring Manager or designee wants to extend an employment offer (verbal or otherwise), agreement and approval on the hiring decision is required from the responsible Recruiter prior to contacting the applicant. This will ensure there was a satisfactory review of the employment documents/hire packet, and that the interview process and offer comply with Merit System Rules and Regulations and/or Collective Bargaining Agreements. The Hiring Manager (or designee) must immediately update the Recruiter if the applicant accepts, declines, or makes a counteroffer.

Only an authorized representative of the agency, who may be a Recruiter, a Hiring Manager, a Department Head or their designee, or a department's Human Resources representative may make a verbal offer of employment.

After that communication has been made by a Hiring Manager (or another authorized person) and the applicant indicates an interest in a written offer, the Hiring Manager must immediately provide the Recruiter with all the relevant information (e.g., start date, accepted salary, to whom to report) so that the Recruiter may send a written offer to the candidate. A written confirmation is made via regular mail, e-mail, and/or facsimile. (Attachment N, *Offer of Employment Letter – Merit Employee (Template)*). Seasonal/Intermittent hires may receive an employment offer using Attachment O, *Offer of Employment Letter – Seasonal/Intermittent Employee (Template)*.

If the Recruiter makes the initial contact regarding a potential offer on behalf of the Hiring Manager, the Recruiter will immediately advise the Hiring Manager of the candidate's decision and will then send the written offer to the candidate.

If the applicant declines the offer of employment, the Hiring Manager may make an offer of employment to another candidate, subject to the individual's satisfactory completion of all pre-employment requisites; re-advertise the position; or withdraw the position from the employment process. Any additional options should be discussed with the HR Director.

If the applicant declines the original offer of employment, but makes a counteroffer, the Hiring Manager may accept or reject the candidate's counteroffer or make another offer. Either the Hiring Manager or the Recruiter may be involved in this process, but each is responsible for keeping the other informed during this process and of the outcome. In all cases, the offer must comply with M-NCPPC policy and sound compensation practices.

All final job offers are contingent upon receipt of satisfactory references; verification of applicable required licenses, certifications, diplomas, degrees, work permits, and immigration clearances; applicable criminal history record check; successfully passing any applicable medical examination requirements; and any other job-related factors.

Upon the determination that an applicant has met the requirements for selection to a position, the Commission will provide the applicant with a written offer of employment, and notification that the position will require an employment background and/or criminal history record check. If the applicant accepts the offer of employment, they will be required to complete and sign the agency's *Post-Offer Authorization and Release of Personal Information Form* (Attachment K of these Procedures). The applicant's written acceptance of the agency's offer of employment must be received and approved by the M-NCPPC before employment can begin. A signed Post-Offer Authorization and Release of Personal Information Form must be received before fingerprinting a candidate. Failure by the applicant to complete the Post-Offer Authorization and Release of Personal Information Form, if employed, may be cause for termination of employment. The Human Resources Director may delay the start date of an applicant's assignment to a position, subject to the receipt of a satisfactory employment background and/or criminal history record check report. The completed Post-Offer Authorization and Release of Personal Information Form is retained with the applicant's employment documents/hire packet in the Recruitment and Selection Services Office.

## **E. Background Investigations**

The agency shall utilize various background investigation methods to determine an applicant's suitability for appointment to a position, as necessary. This includes, but is not limited to, collecting information regarding references, employment history, criminal history, credit history, education, professional licensure, credit history, and motor vehicle driving records. Depending on the specific position, this information may be required pre-, or post-offer.

The Human Resources Director is responsible for maintaining these procedures for employment-related background investigations, to determine the suitability of applicants, pursuant to appropriate state and federal laws, or as determined by the Executive Director.

### **1. Requirements for Employees**

A criminal history record check is required for all employees, including those who are minors, before commencement of employment (and no later than the first day). In addition:

- a. An applicant for a Park Police Candidate or Advance Entry Park Police Officer position is required to follow the Park Police Employment Directives.
- b. An applicant assigned to a position within the Park Police Communications Series may be required to undergo a more extensive employment background investigation than other non-Park Police applicants, as determined by the Human Resources Director and the Department Head.
- c. A current employee being considered for promotion or transfer to a position that handles confidential information or financial assets may be required to undergo a new employment background and/or criminal history record check before placement.

### **2. Requirements for Volunteers**

A criminal history record check is required for volunteers who are:

- a. Assigned to care for, or have custody or control of, children;
- b. Assigned to childcare facilities, day camps, recreation programs primarily serving children, or to adaptive/therapeutic recreation programs that serve individuals with intellectual or physical disabilities\*; or
- c. Age 18 or older who:
  - i. Provide service lasting longer than three consecutive days (excluding those who are only assigned to serve on a board or committee);
  - ii. Have access to confidential or personally identifiable information; or
  - iii. Handle financial assets (e.g., money, checks, credit cards).

\* “Assigned to childcare facilities, day camps, recreation programs primarily serving children, or to adaptive/therapeutic recreation programs that serve individuals with intellectual or physical disabilities” means the individual is interacting with (or has the potential to interact with) children or individuals with intellectual or physical disabilities, respectively. This does not include (i) setting up, taking down, or monitoring equipment that is used for the program, and (ii) being in the presence of children or individuals with intellectual or physical disabilities when a Commission employee/volunteer who has undergone a criminal history record check is present.

Volunteers are also required to complete a repeat criminal background check every twelve (12) months.

### 3. **Criminal History Record Checks Utilized by M-NCPPC**

The agency utilizes two types of criminal history record check services for all employees and volunteers:

- a. *Criminal Justice Information System (CJIS)*. The State of Maryland Department of Public Safety and Correctional Services administers criminal history record checks via the Federal Bureau of Investigation (FBI)’s CJIS which utilizes fingerprinting. Utilization of fingerprinting via the Livescan system remains the fundamental means of determining the absolute identity of a prospective employee or volunteer. Pursuant to Maryland state law, (i) employees assigned to recreation centers or recreation programs primarily serving minors, childcare facilities, or day camps; and (ii) volunteers assigned to childcare facilities or day camps are required to submit to an FBI/CJIS criminal history record check. See: Family Law Article of the Code of Maryland, Sections 5-550 – 5-559; and Code of Maryland Regulations (COMAR) Section 10.16.06 et seq., and Section 13A.16.06 et seq.)
- b. *External Vendor*. The M-NCPPC also engages an external vendor, the National Center for Safety Initiatives (NCSI), as an additional resource in providing employment and volunteer background screening services. The criminal background checks performed by the vendor provide an additional dimension of protection as out-of-state criminal history records and documentation can be accessed and reviewed for possible disqualifying activities. Applicants who receive background investigations via the external vendor also have disclosure and record correction rights under the Fair Credit Reporting Act (FCRA).

### 4. **Background Investigation Procedures:**

- a. Upon determination that an applicant has met the requirements for selection to a position, the agency will provide the applicant with a written contingent offer and notification that the position will require a background investigation. The applicant’s written acceptance of the agency’s offer must be received before they may begin the

position. If the applicant accepts the contingent offer, they will be required to complete and sign the agency's *Post-Offer Authorization and Release of Personal Information Form* (Attachment K). Failure of the applicant to complete the *Post-Offer Authorization and Release of Personal Information Form* will result in the M-NCPPC rescinding the offer. The completed *Post-Offer Authorization and Release of Personal Information Form* is retained with the applicant's file. The Human Resources Director may delay the start date of an applicant's assignment to a position subject to the receipt of a satisfactory background investigation report.

- b. A member of the Park Police Division (for sworn and un-sworn Park Police employees), the hiring department's background and record check coordinator, or other qualified agency staff will fingerprint the applicant and ensure all required documentation is signed and dated.
- c. The completed criminal history record check information is routed through staff certified by CJIS in the department of origin, for review, and then forwarded to the CJIS for processing. Unacceptable or incomplete documents will be returned to the originator for appropriate corrective action. Failure to complete the application process may be cause to discontinue work assignments until the process is completed.
- d. The originating hiring department must provide the agency's area identification code on the fingerprint submissions. Processed inquiries returned by the CJIS are easily identified and returned to the appropriate department by using the area identification code. The originating department must also include the CJIS authorization number of 9000033280 on all completed background check materials as requested, unless another CJIS authorization number has been assigned for a specific program, such as for Park Police. The Human Resources Division will send all rejection notices to the originating department for appropriate corrective action.
- e. The criminal history record check report prepared by CJIS and all other employment-related background investigation reports are received by the Human Resources Division for review, processing, and retention. No reports are to be retained by the originating department. Any report that contains criminal activity information will be reviewed by the Human Resources Director, General Counsel, and Human Resources Coordinator from the hiring department, as appropriate, to make a recommendation on eligibility for hire. The hiring manager is advised only if related personnel action is required. The Park Police Division may assist with law enforcement and security measures, as necessary.
- f. The Human Resources Division staff will receive, review, sort, and approve all invoices from CJIS and other agencies providing employment- and/or criminal history-related services to the agency. The hiring department's budget code will be charged for the payment of invoices and the department will be notified of the expenses for their records.

- g. The Human Resources Division staff is responsible for preparing a check request, or other payment methods, and processing the payment for each approved invoice.
- h. Except for positions that care for, or have access to, children, an applicant may begin employment before the completion and clearance of the employment background and/or criminal history records check process as determined by the Human Resources Director and the Department Head. However, in the interim, any discovered falsification, misrepresentation, or failure to provide complete information by an applicant will be cause for immediate withdrawal of any offer of employment, or immediate termination. Recruitment and Selection Office staff will notify the appropriate Department Human Resources staff if false employment and/or criminal history information is discovered. Likewise, the Department Head is required (a) to notify the Human Resources Director upon discovery of falsified employment and/or criminal history information, and (b) to take appropriate corrective action.
- i. Pursuant to M-NCPPC policy, information obtained from the background investigation process is confidential and will be disseminated only to individuals designated by the Human Resources Director who are directly involved in the hiring process on a “need-to-know” basis.

The Department Coordinator:

- Maintains employment background and/or criminal history information during processing confidentially and securely.
- Functions as the point of contact for the department through which information and documents travel between the department and the Human Resources Division.
- Communicates with staff in the department responsible for conducting the background and/or criminal history records check processes (e.g., fingerprinting or data entry into vendor web portal), to ensure compliance with M-NCPPC Administrative Procedures 03-03 (Recruitment and Selection) and related policies.
- Arranges for training as necessary for staff with the CJIS or other agency(s)/vendor to ensure that fingerprints and other skill-related products are kept at a high quality and documents are completed pursuant to these procedures.
- Works in cooperation with the Human Resources Division staff and CJIS/vendor personnel to minimize response time on criminal history record check applications. When criminal history record check applications are returned for reprint, additional information, or verification of information, and/or for incomplete documentation, the departmental Human Resources Coordinator expedites the resubmission process.



**5. The Departmental Coordinator:**

Each Department Head must appoint a coordinator to manage the background investigation activity within the department. The coordinator should be an individual assigned to the Department Head's office who is knowledgeable of the department-wide employment process. The coordinator's responsibilities include arranging appropriate training for staff assigned to take fingerprints and process documents, as necessary, with CJIS and the external vendor.

Employment background and criminal history record information is retained in the DHRM.

**6. Confidential Information:**

The background investigation information obtained is confidential. It will be provided to only the applicant under consideration and used by the agency to determine the eligibility of the applicant for the position being considered. If the applicant under consideration is a current employee, the provisions of relevant M-NCPPC Policy and/or Collective Bargaining Agreements shall prevail.

**7. Legal Guidance:**

Based upon the background investigation information, the Human Resources Director and Human Resources Coordinator from the hiring department, as appropriate may consult with the General Counsel in determining the qualifications of an applicant. Pursuant to appropriate federal and/or state laws, such consultation will be for the purpose of obtaining legal guidance in interpreting and/or determining the relevance of reported offenses and/or crimes to the position under consideration.

**8. Disqualification and Appeal Option:**

After review of the background investigation information, if the Department Head of the hiring department, after consultation with the Human Resources Director and the General Counsel, determines that the applicant is ineligible based upon such information, the applicant will be provided with a letter regarding their disqualification from the Department of Human Resources Management including copy of this information with proper identification or by mail to the address of record. The applicant will also be advised that they have the right to obtain a copy of the information from the issuing source, as it is standard practice for CJIS and other investigative reporting agencies. The applicant will also be provided the opportunity to respond to the agency concerning the accuracy of the information provided and whether such information should disqualify them from the position under consideration.

**F. Medical Examinations**

Some positions require an employment-related medical examination. Post-offer employment medical examinations will be conducted under the provisions of Merit System Rules and Regulations. Upon receipt by the Recruitment and Selection Services Office of written acceptance of employment by the candidate, and if the position requires an employment-related

medical examination, the Recruiter will provide the required documentation to the Benefits Department to initiate the scheduling of the examination. Employment will not be finalized if the candidate does not successfully pass all aspects of the post-offer medical examination. The agency reserves the right to require post-offer/pre-employment-controlled substance and alcohol testing in accordance with M-NCPPC policy. A list of positions subject to testing is maintained by the Employee Health and Benefits Office.

## V. RECRUITMENT CLOSEOUT AND CANDIDATE ORIENTATION

### A. Recruitment Closeout

All selected candidates must:

1. Complete the agency's employment application if they have not already done so during the selection process;
2. Provide documentation to confirm all job-related education and training; and
3. Provide any other documents required by the agency to support the employment action; and
4. Ensure all contingencies for onboarding are satisfied.

Employment may be delayed if the documents are not provided at orientation.

### B. Employment Orientation

All new Merit System employees must attend an employee orientation session administered by the DHRM before reporting to their assigned department for duty assignments. The Recruitment and Selection Services Office is responsible for notifying the prospective hire and the Hiring Manager of the date, time, and location of the new employee orientation. (Attachment P, *New Employee Orientation Letter*). The Human Resources Director may approve a postponement of the attendance at the orientation based on work program needs. During New Hire Orientation, employees are required to submit specific documentation, (Attachment Q), to support their Right to Work in the United States. Such verification must be completed within three (3) working days of commencing employment.

Current Merit System employees who are selected to fill another Merit position are not required to attend new hire orientation.

## VI. RECORD CLOSEOUT AND RETENTION

### A. Record Closeout

The Recruiter is responsible for the completion of the record closeout process for each position that has been filled or withdrawn. In addition, the Recruiter is responsible for completing the following tasks:

1. Sending notification communications to all applicants who were interviewed, but not selected, immediately after the start date of the selected incumbent.
2. Forwarding a copy of the selected candidate's offer letter and application to the appropriate distribution group.
3. Placing all documents associated with the posting, recruitment, and filling of the position in the designated posting folder and moving the folder to the closeout archive files.
4. Closing out the requisition in the Applicant Tracking System (NeoGov) and disposition of all remaining applications for that position.

**B. Recruitment Performance Indicators**

The following performance indicators may be used to evaluate the effectiveness of the shared-services recruitment approach:

1. Average days to fill vacancies
2. Applicant statistics.
3. Internal and external hires.

Reports will be provided by the Recruitment and Selection Services Office to the Executive Director every six months.

## GLOSSARY

### **Recruitment and Selection Services Definitions:**

**Applicant-** Denotes candidate requests for consideration of employment through the online submission of the Maryland-National Capital Park and Planning Commission's employment application form (submits an expression of interest) which may be supplemented with a resume; who meets the basic qualifications; who is considered (through substantive review of qualifications); and who does not expressly remove themselves from consideration.

By itself, a resume is not considered an application and is treated as supplemental documentation.

**Application:** Online submission of the M-NCPPC application form. Applications must be submitted via the agency's online system into its Applicant Tracking System (ATS).

**Applicant Tracking System (ATS):** The system (NeoGov) used by the agency to manage the candidate application process, including, for example, establishing position requisitions and receiving candidate applications.

**Commission:** The governing body of the Maryland-National Capital Park and Planning Commission ("M-NCPPC" or agency), which is comprised of five members from each of the agency's two Planning Boards for Montgomery County and Prince George's County.

**Direct Supervision** includes any of the following responsibilities: assigning work; conducting performance or compensation reviews; approving timecards or expense reports; or making recommendations affecting the person's employment, compensation, or retention.

**Employee:** For purposes of this Practice, means any person employed by the Commission, whether employed on a full-time or part-time basis, as a Merit System employee; Seasonal/Intermittent, Temporary, or Term contract employee; Appointed Officer; and Department Head; regardless of the manner of entry into Commission service.

**Indirect Supervision** includes having a program management, profit, and loss, or budgetary responsibility for the affected group, division, department, or organization.

**Forecasting:** The processes for identifying staffing requirements based on succession planning, projected retirements, terminations, resignations, promotions, downsizing, future workload demands, and budget requirements.

**Hard-to-Fill:** A designated Merit System position that meets the following basic criteria: (1) The position requires specialized skill, certification, and/or licensure, as defined by the hiring department based on the open position posting; (2) Two or more candidates were offered employment and declined acceptance within 30 days of an initial offer; (3) There is a shortage of available and qualified candidates possessing

the competencies required for the position; (4) There is justification supporting the criticality of the position to operational/work program needs; or (5) The vacancy is a result of high turnover resulting from an increased number of employee separations in comparison to the prior fiscal year. Sign-on bonus requests require written justification by the hiring department and approval from the Executive Director.

**Hiring Manager:** The section manager or designee who will collaborate with the Recruiter in developing and completing the proactive recruitment and hiring process and chair the interview panel.

**Human Resources Coordinator:** Designated staff member responsible for facilitating workflow and transactions related to recruitment and/or pre-employment background investigations within operating departments.

**Maryland-National Capital Park and Planning Commission (M-NCPPC):** For purposes of this Practice, “M-NCPPC” or “agency” shall be used to reference the entity acting in its organizational capacity.

**Proactive Recruitment and Hiring:** The re-engineered approach used by the Recruitment and Selection Services Office. It is a collaborative effort by the Hiring Manager and the Recruiter to recruit, interview, and hire the best possible candidates to fill the advertised positions.

**Recruiter:** The person representing the Recruitment and Selection Services Office who will work collaboratively with the Hiring Manager to recruit, interview, and hire the best possible candidates.

**Recruitment and Selection Services Office** - The unit within the DHRM that operates under the guidance of the Human Resources Director. This unit is charged with assisting the Human Resources Director and hiring departments in completing the full cycle of recruitment activities to fill vacant positions.

**Recruitment Succession Planning:** The process of pinpointing key manpower needs to ensure the continued effective performance of the agency’s departments and divisions, by proactively projecting and evaluating the need for the availability of talented applicants to replace key people over time.

**Shared-Services Approach to Recruitment:**

- A process of filling vacant positions that involves a close working relationship between the Recruitment and Selection Services Office and the Hiring Manager.
- An applicant selection and hiring process where the interested Hiring Manager and the Recruitment and Selection Services staff assume specific responsibilities and are made accountable for critical actions leading to the filling of vacant positions.

**Strategic Recruitment Plan** - A key document that outlines the understanding between the hiring departments and the DHRM of the process of recruitment and selection for a position opening

**ADMINISTRATIVE PROCEDURES 03-03  
RECRUITMENT AND SELECTION**

**INDEX OF ATTACHMENTS**

**Note:** Many of the following attachments are sample forms that may be used to assist in recruitment and selection activities, while attachments B, E, L, K, M, and Q are required to be used. Please contact the Recruitment and Selection Services Office to obtain form-fillable PDFs of the required forms, if needed.

- A. Recruitment and Selection Services Shared Services Process Model
- B. Interim Personnel Action Form
- C. Strategic Recruitment Plan Form
- D. Phone Screens – A Valuable Recruiting Tool
- E. Recommendations for Employment Package Checklist
- F. Behavioral Interview Questions (from *Glassdoor*)
- G. Illegal Job Interview Questions (and Legal Alternatives) (from *HRWorld*)
- H. Candidate Interview Rating Form
- I. Candidate Interview Ranking Form
- J. Reference Check Questionnaire Form (adapted from *Checkster*)
- K. Post-Offer Authorization and Release of Personal Information
- L. Authorization to Release Information
- M. Request for Salary Exception Form
- N. Offer of Employment Letter – Merit Employee (Template)
- O. Offer of Employment Letter – Seasonal/Intermittent Employee (Template)
- P. New Employee Orientation Letter (Template)
- Q. List of Employment Documents for Employment Eligibility Verification (from USCIS)