

**TOWN OF NEEDHAM
HIRING POLICY
EMPLOYMENT AND HIRING #102**

1. PURPOSE AND SCOPE

The purpose of this policy is to establish a consistent hiring process for the recruitment and selection of candidates for positions in Town service.

2. APPLICABILITY

This policy applies to all paid and appointed positions in the Town excluding those positions under the supervision and control of the School Committee. Employees whose positions are governed by Massachusetts Civil Service Law or collective bargaining agreement are subject only to those portions of this policy which are not specifically regulated by those laws or agreements.

3. DEFINITIONS

Refer to Policy #100 Definitions for the definition of commonly used words and phrases.

Hiring Manager – Manager responsible for hiring process for a specific vacancy. This manager may be the direct supervisor of the position and not necessarily the Department Manager.

4. POLICY

The primary goal of the Town in the employment process is to fill vacancies with the most qualified candidates available. In this pursuit, the Town will adhere to the principles of Affirmative Action and Equal Employment Opportunity. The Town's policy is to comply with the Americans With Disabilities Act, and the comparable state law in all phases of the hiring process, including making reasonable accommodations to enable applicants with disabilities to obtain access to Town facilities for the purposes of seeking employment and, if hired, to perform the essential functions of the position.

The hiring procedures outlined below must be followed in order to appoint an internal or external candidate to a position in Town service. When hiring temporary/seasonal employees, please refer to the Temporary/Seasonal Employment Policy; Personnel Policy #101.

Department Managers are required to act consistent with this policy and ensure this policy is implemented consistently within their department, and are responsible for any part of the process they delegate to Hiring Managers under their supervision. The hiring procedures outlined in Section 5 shall be followed in order to appoint an internal or external candidate to a vacant position in Town service. Hiring managers should refer to the applicable Standard Operating Procedures or Hiring Packet for further instruction and guidance during the hiring process.

5. PROCEDURES

- a. Preparation of Certificate of Necessity – when filling a vacant position, a Certificate of Necessity must be completed and submitted by the Department Manager, to be reviewed and considered for approval by the Director of Human Resources and the Director of Finance.
 - i. The starting rate offered by the Hiring Manager must be approved within the Certificate of Necessity, and will be known as the Anticipated Hiring Range. The proposed Anticipated Salary Level must not exceed the applicable compensation range and may be subject to appropriation.
 - ii. The offered starting vacation and non-occupational sick leave must be approved within the Certificate of Necessity. Offers of accelerated vacation or sick leave may only be approved as outlined within Town Personnel Policies #303 Non-Occupational Sick Leave and #310 Vacation Leave, or as governed by certain sections of applicable Collective Bargaining Agreements.
- b. Recruitment
 - i. *External & Internal Recruitment* – All job openings will be posted externally where possible, unless an internal process has been identified within collective bargaining agreement or except as otherwise provided in Section 5.b.ii of this policy.
 - ii. *Internal Waiver Process* – If a hiring manager believes an internal candidate meets the minimum entrance requirements, or has been identified as part of a succession planning process, and has demonstrated the knowledge, skills and abilities necessary to perform the duties of the position, the waiver form may be completed and submitted justifying the qualifications of the candidate. The Director of Human Resources will review requests and will have final approval for waivers of a full search and recruitment process in order to hire an identified internal candidate. The Waiver Process is only available for vacant Non-Represented positions.
 - iii. *Preparation of Job Posting* - Human Resources will forward a draft posting to the hiring managers for review and comment. Hiring Managers will have five business days to respond with edits to the Human Resources and, if not heard from, the posting will be considered reviewed and approved. The posting must be based on the official position description on file with the Human Resources Department. The Human Resources Department will have final review and approval of the posting prior to advertising for public consumption.
 - iv. *Advertising* – External job opportunities will be posted at minimum on the Town website and web-based employment search engines as determined by the Human Resources Department. Additional locations are available upon request of the hiring manager. Jobs will be posted externally for at least ten (10) business days or more upon request of the hiring manager.
- c. Selection of Candidates
 - i. *Application Submissions* - The Human Resources Department will receive all application submissions. Any application materials submitted directly to hiring managers or departments must be forwarded to Human Resources within the posting period in order to be considered part of the official applicant pool for consideration.
 - ii. *Selection Process* - Hiring Managers are responsible for the coordination of all parts of the selection process and the Human Resources Department may be available for assistance upon request. The process shall include:
 1. screening resumes,

2. selecting and notifying applicants for interviews,
 3. setting up interview panel process,
 4. selecting final candidates,
 5. performing reference checks and
 6. communicating with preferred candidate
- iii. *Interview Process*
1. All candidates selected for interviews must meet the minimum entrance requirements as specified in the official job description.
 2. Interview questions must be fair, unbiased and job-specific. Please refer to the Hiring Packet for tips on suggested interview questions and other materials.
- d. Employment Offer
- i. *Starting Rates* – Selected candidates for vacant positions in the Classification Plan shall be offered a starting rate of pay no higher than the Anticipated Hiring Range as approved within the Certificate of Necessity.
 - ii. *Hiring Above the Anticipated Hiring Range*– For offers made above the Anticipated Salary Level, Department Managers must submit advance written justification to the Director of Human Resources for approval. Offers above the Anticipated Hiring Range must not exceed the applicable compensation range and may be subject to appropriation. Requests may only be approved where such adjustment is deemed necessary to recruit qualified employees in accordance with prevailing market conditions, or where such position requires unique technical skills not adequately provided for by the Anticipated Hiring Range.
 - iii. *Communication of Employment Offer* – Department Managers are responsible for providing the preferred candidate with the details of the proposed conditional employment offer. Human Resources will draft and send all offer letters to candidates. The starting date will be requested by the Department Manager and approved by Human Resources and in no instance will occur sooner than two weeks from receipt of the accepted employment offer details provided by the Department Manager.
 - iv. *Pre-employment Coordination* - Human Resources is responsible for the pre-employment coordination of the new employee. Pre-employment coordination must be completed no later than one week prior to the new employee hire date.
 - v. *Relocation and Recruitment expenses* – Subject to the availability of appropriation and approval of Town Manager/Designee, Department Managers may make such reasonable expenditures as they deem necessary for the relocation or recruitment of candidates selected for interview or appointment to the position.

6. EXCEPTIONS

- a. The Town Manager has the discretion to interpret and make exceptions to this policy in the best interest of the Town.