

# Community Based Care of Brevard, Inc. Policy and Procedure Manual

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**Series:** HR- Recruitment COA: HR 3.02, TS 1.03  
CFOP: NA

**Procedure Name:** Recruitment and Selection  
**Procedure Number:** HR – 2205  
**Revision #/Date:** (2) 02/08  
**Effective Date:** 9/04

**Applicable to:** All CBCB Staff, Applicants, and Independent Contractors

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**SUBJECT:** Recruitment and Selection – COA 3.02 (a)

**PURPOSE:** To source, interview and hire the best suited candidates from the applicant pool for the Agency to perform the required work in support of its mission and vision. To work towards a culturally-competent and diverse workforce that can effectively and collaboratively work with our clients. To adhere to federal and state laws governing the applicant, interview and selection process and to avail current employees with an opportunity for professional development and growth. To define the process and protocols regarding the filling of a vacant and/or new position to the organization. CBC of Brevard is an Equal Opportunity Employer and recruitment decisions are based on the related qualifications only without regard to race, sex, religion, age, marital status, national origin, disability, sexual orientation, veteran status and/or other status prohibited by federal, state or local law.

**PROCEDURE:**

**References**

CBCB Policies/Procedures: PR901

To communicate the Agency's intent and desire to provide Equal Employment Opportunity, CBC of Brevard will display the official EEOC and Florida Human Rights Act posters. The Agency's EEO and ADA policies are included in the Employee Handbook and are also provided in the form of a procedure.

**Advertising**

1. Recruitment efforts for a new or vacant position are generally initiated after receiving notice of an employee separation or the development of a new position.
2. Supervisors are responsible for contacting the Chief Personnel & Administrative Officer to request that recruitment efforts begin. The supervisor is responsible for ensuring that the funds are available in the budget. This may be verified by the Chief Personnel & Administrative Officer.

3. The Agency has established and will maintain a non-discriminatory employee selection process to assure the employment of the most qualified applicant for each position opening. Recruitment sources utilized will include the formal in-house job posting, employee and non-employee referrals, newspaper and web based job announcements, educational institutions, philanthropic organization's websites, private employment agencies, and other approved sources.
4. Advertising sources will include those identified to reach any gaps in demographic under utilization.
5. All postings or notices will indicate that CBC of Brevard is an Equal Opportunity Employer, complies with the Americans With Disabilities Act and maintains a drug free workplace. All notices will contain the following language regarding drug free workplace: "CBC of Brevard maintains and enforces a drug-free workplace program."
6. As part of this program, applicants are required to submit to a drug and/or alcohol-screening test after an offer of employment has been given. In appropriate circumstances, current employees may also be required to submit to drug and/or alcohol testing. A complete copy of the Drug-Free Workplace policy is provided to all new staff which outlines the program and requires a signed acknowledgement of the program. This is also available from the Chief personnel & Administrative Officer or designee.
7. When a need is identified for an Independent Contractor for administrative project work, the Agency follows the procurement process for commodities and services identified in PR901.

#### **Internal Candidates**

1. CBC of Brevard is committed to the professional development of its staff and providing opportunities for advancement as they become available. It is the joint responsibility of the employee and supervisor during scheduled supervisions, at the annual evaluation and at other times to discuss an employee's interest in learning new skills and/or determining any educational, professional designation and/or specific skills required in order to consider lateral and/or promotional opportunities which may become available. It is CBC of Brevard's intent and desire to fill job openings from within when qualified internal candidates are available
2. Internal candidates who apply for a posted opening will be evaluated based on current and past job performance, as documented by the performance evaluation(s), their suitability based on meeting at least the minimum stated requirements and demonstrated skills, knowledge and competencies as well as the employee's skills in terms of collaboration, teamwork, leadership and the commitment to the Agency mission, vision and values. Whenever possible, the Agency wishes to provide an opportunity for growth to its own employees. Qualified internal candidates will be interviewed and preference should be given to internal candidates over external candidates when the candidates are equally qualified, however, internal candidate(s) are not guaranteed the position(s) for which they apply.

#### **Job Postings/Announcements**

1. As positions become available, CBC of Brevard generally will post these positions on the Agency website. Job posting announcements will include the job title, starting salary

range, reporting relationship, essential functions, minimum requirements and experience and a closing date. The Agency will consider qualified internal candidates for the first five (5) business days of the posting period. "Qualified" internal candidates will:

- Have been employed a minimum of six (6) months;
- Be in their current role a minimum of six (6) months and have received a favorable 90-day evaluation with a completed 90-day checklist;
- Will meet the minimum stated requirements for the position;
- Will not be on any disciplinary action or Performance Improvement Plan;
- Will have received a minimum of "meets expectations" on the most recent annual performance evaluation (if applicable); and
- Will submit a CBC of Brevard In House application form by the stated deadline.

At the end of the first five (5) business days, the Agency may:

- Conduct interviews with internal candidates prior to taking any additional steps; or
  - Review applications and arrange for interviews of external candidates; or
  - Advertise the position in the paper and/or on other websites and job boards; and/or
  - Extend the posting date to consider additional internal or external candidates.
2. All internal and external candidates who are interviewed are provided with a copy of the job description for the position.

### **Exceptions**

1. There may be times when due to business reasons, a position becomes available where an external search will commence concurrent with an internal posting. The Agency, in its sole discretion, will make this determination based on the critical skills required, immediacy of the vacancy and an assessment of internal employees. There may also be times, when a position is not posted because an employee has been identified who possesses the required skills and requirements, or who has demonstrated strong skills and abilities in an "acting" role or for other business reasons including, but not limited to, the consideration of a "temporary" employee who has been serving in the role.

### **External Candidates**

1. When candidates for employment are recruited from outside the Agency, all qualified "applicants" will be considered.
2. Advertising sources utilized including job boards, websites, print advertising, staffing firms, school notices, etc., will be advised that CBC of Brevard is an Equal Opportunity and ADA Employer and maintains a Drug-Free Workplace.
3. All external applicants are required to complete the CBC of Brevard Employment Application, and Authorization form. They may also complete the Voluntary Self-Identification form for tracking purposes. This requirement is also indicated on any advertising for open positions and the website address is provided.
4. CBC of Brevard defines an "applicant" as an individual who completes the CBC of Brevard employment application for one specific open position. Qualified applicants are appropriately tracked on the Applicant tracking Log.

5. Individuals who submit a resume only, those who complete an employment application for "any" position" or for several positions will not be considered a "qualified applicant" and will not be included in the Applicant tracking Log. Applications may be accompanied by a resume, however, a submission of a resume without the employment application will not be considered a bona fide "applicant."
6. Qualified persons with a disability will be considered for employment on the basis of their ability, with or without reasonable accommodation, to perform the essential functions of a particular position. CBC of Brevard will provide reasonable accommodation to candidates with disabilities both in the recruitment/hiring process as well as in employment and performing their job duties.
7. All external candidates who are interviewed are provided with a copy of the job description for the position.
8. Any employment applications, resumes, pre-employment forms, etc., for outside candidates will be retained in accordance with CBC of Brevard's Records Retention Procedure. In-house applications, interview forms, etc., of internal candidates are maintained in the employee's personnel file.
9. All external job applicants receive an acknowledgement of receipt of their credentials as a courtesy for taking the time to consider CBC of Brevard as a potential employer. External candidates who are interviewed but not selected for the position will also receive a written acknowledgement at the end of the process.

### **Decisions**

1. Selection decisions (internal or external) will be made based on a job-specific structured interview guide designed to determine an applicant's experiences, specific skill set and behavioral competencies as determined by the needs of the position. The hiring decision will be based on the quality of responses and determined suitability of a candidate deemed to be the best overall match for the requirements. Decisions are made by those involved in the interview process who achieve consensus. The Chief Personnel & Administrative Officer interviews candidates and must approve of the selection and makes the selection and starting salary recommendation to the Chief Executive Officer for final approval.
2. The salary recommendation is based on the candidate's qualifications, skills and knowledge, years of direct experience, external market factors, internal considerations including budget restrictions and current staff equity.
3. In the case where there are two (2) equally qualified individuals (one internal and one external) the internal candidate will be given preference. In cases where two (2) internal candidates are being considered, and they are rated equally qualified, additional factors including minority status, past performance review scores, past disciplinary actions (if any) will be utilized to make the final determination. If these factors do not make a distinction between the candidates, the decision will rest with length of service.
4. At the conclusion of the process, or after a review of the internal candidates results in the Agency looking externally, internal applicants will receive verbal notification of the outcome and will be afforded an opportunity to receive feedback on the interview. This will generally

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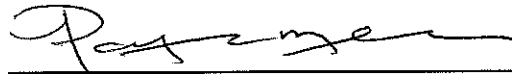
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be conducted by the immediate hiring supervisor or Manager and/or by the Chief Personnel and Administrative Officer or designee.

5. When an internal candidate is selected for a new position, it is expected that the staff member will continue in the current role until a replacement has been identified and hired and that there will be a written transition plan. This determination will be made as part of the hiring process. The immediate supervisors of both areas are responsible for creating the transition plan and for ensuring a smooth transition for the Agency.
6. All final candidates, whether internal or external, are provided the opportunity to speak with currently employed personnel within that department.

ATTACHMENTS:    Drug Free Workplace Policy  
                          CBC of Brevard Employment Application  
                          Disclosure Statement  
                          Authorization Form

BY DIRECTION OF THE CHIEF EXECUTIVE OFFICER:



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DR. PATRICIA NELLIUS-GUTHRIE  
Chief Executive Officer  
CBC of Brevard, Inc.

APPROVAL DATE: 3/5/09