



TOWN OF NORWOOD PERSONNEL BOARD

#P-101 - HIRING POLICY REGULAR NON-CIVIL SERVICE POSITIONS

1. Purpose and Scope

The purpose of this policy is to establish consistent procedures for the recruitment and selection of qualified candidates for all regular non-civil service positions in Town service, exclusive of temporary positions.

2. Applicability

- 2.1** This policy applies to all full and part-time compensated positions, excluding elected officials and employees of the School Department. Positions covered by Civil Service Law or a collective bargaining agreement are subject only to those portions of the policy which are not separately regulated by Civil Service Law or by a collective bargaining agreement.
- 2.2** To the extent permitted by law, individual employment agreements (new, updated or extensions) entered into after the effective date of this policy, with employees whose positions are subject to this policy, must follow all of the provisions of this policy.
- 2.3** This policy is intended to be consistent with any and all applicable laws. If any part of this policy is inconsistent with the law, that part of the policy shall be considered invalid, and the remaining provisions of the policy shall be construed so as to be consistent with the law.

3. Definitions

Please consult the Personnel Definitions Document (#D-100) regarding Appointing Authority, Regular Full-time / Regular Part-time / Intermittent / Seasonal / Temporary Employee, Intern, Volunteer, and any other applicable terms utilized throughout this policy.

4. Eligibility

This section intentionally left blank.

5. Policy

- 5.1** The primary goal of the Town in the employment process is to fill vacancies with the most qualified candidates available. The Town will adhere to the principles of Affirmative Action and Equal Employment Opportunity.
- 5.2** The Town's policy is to comply with the Americans With Disabilities Act, the Town's ADA Policy, 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.

- 5.3 The hiring procedures outlined in Section 6 shall be followed in order to appoint an internal or external candidate to a vacant position in Town service.
- 5.4 It is the policy of the Town to post and/or advertise all vacant positions.
Exception: The Town Manager, with prior concurrence from the Board of Selectmen, is exempt from this section for the purposes of appointing his/her executive staff, which shall be limited to the following positions or their renamed equivalent: Assistant Town Manager, Executive Assistant to the Town Manager, and Executive Assistant to the Assistant Town Manager.
- 5.5 When hiring seasonal or temporary employees, please refer to the Seasonal/Temporary Employment Policy [#P-103].
- 5.6 Department Heads are required to act consistent with this policy and ensure this policy is implemented consistently within their department.
- 5.7 In the event of an error or violation of this policy, either intentional or unintentional, Human Resources must be immediately informed. Human Resources will identify and make the proper correction(s). A violation of this policy, whether intentional or unintentional, will not change this policy, nor set a precedent in any future application of this policy.
- 5.8 All hiring procedures conducted by a Town Board or Commission are subject to the open meeting laws, where applicable. Please see the HR Department for assistance.

6. Provisions

- 6.1 Department Heads must follow procedures in place and seek approval from the appropriate Appointing Authority to hire.
- 6.2 Department Heads must review the current position description on file to ensure it is current and accurate for posting and/or advertisement purposes.
- 6.3 Posting and Advertising
 - 6.3.a The position description presently on file in the Human Resources Department is the official description of the duties and responsibilities of the position.
 - 6.3.b The Department Head/Appointing Authority will work with the Human Resources Department to prepare a job posting based on the official position description, grade and salary information. All postings and advertisements shall be in a format that will include at least the following information:

• Position title	• Department/Location of job
• Salary or salary range	• Brief description of duties
• Minimum qualifications	• HR address to send applications
• AA/EEO/ADA statement	• Materials required for application
• “Open Until Filled” or a deadline for filing applications	
• Any other information deemed necessary by the HR Department	

- 6.3.b.i All postings will be completed using the format available in the Human Resources Department.
- 6.3.b.ii All applications must be submitted through the Human Resources Department.
- 6.3.c The Human Resources Department will review each job posting for accuracy and consistency with this policy and the position description.
- 6.3.d Once reviewed and approved for accuracy and consistency, the Human Resources Department will post and/or advertise the job opening(s) in appropriate locations. Qualified internal applicants are encouraged to apply.
- 6.3.e If the position is to be advertised externally (decided by the Appointing Authority in consultation with the Human Resources Director), the Department Head shall work with the Human Resources Department to prepare the text of the external advertisement. The Human Resources Department will review for appropriateness and consistency. Once approved, the Human Resources Department will place the advertisement in the appropriate newspapers, trade journals, Town or other recruitment web-sites and/or other medium that meets their needs. Generally, all costs for advertising will be the responsibility of the department with the vacancy.

6.4 Employment Applications

- 6.4.a In the case of Police Department civilian positions, applicants shall complete the Norwood Police Department Civilian Employment Application. All applications are available on the Town of Norwood Employment Opportunities website. Resumes may be accepted as supplements to the application, but not as substitutes.
- 6.4.b All candidates will have the opportunity to self-identify as having protected group status by filling a Self-Identification Form. The decision as to whether or not to identify is up to the applicant. The self-identification form should be forwarded to the Human Resources Department. However, as part of the Town's commitment to Equal Employment Opportunity, hiring departments may request information regarding the forms.
- 6.4.c No candidate will be considered without a complete application package, which may include an employment application, resume with cover letter and any other applicable materials as defined/indicated in the job posting.
- 6.4.d Applicants for positions that require degrees, licenses, etc., must provide copies or proof of those materials, or complete an authorization form available in the Human Resources Department to allow for verification of such information, prior to beginning employment.
- 6.4.e Applicants who claim special status as a result of military history must provide a copy of the appropriate discharge notice.
- 6.4.f All such materials, excluding protected group self-identification, will be kept in the official posting file.
- 6.4.g A copy of the selected candidates resume, award letter, and application will be kept in the candidates personnel file.

6.5 Screening and Interviewing

- 6.5.a The Human Resources Department and the Department Head/Manager will screen resumes based on criteria in the position description and posting.
- 6.5.b Department Heads/Appointing Authorities shall work with the Human Resources Department to:
 - 6.5.b.i Develop standard selection questions and use the same for all candidates.
 - 6.5.b.ii Select qualified candidates for interview and send a letter to candidates not selected for interview in a timely fashion.
 - 6.5.b.iii Notify candidates selected for a second interview by telephone or e-mail.
 - 6.5.b.iv Select candidates for final interviews, contact references where appropriate, and conduct final interviews. (Interviews of finalists conducted by Town Boards and Commissions are subject to the provisions of the open meeting law.)
 - 6.5.b.v Select final candidate and review job offer with Human Resources Director, as indicated in Section 6.6.
 - 6.5.b.vi Notify unsuccessful candidates by telephone, e-mail or postage mail.
 - 6.5.b.vii All communication to the candidates or others asking about the hiring process will be made through the Human Resources Department.

6.6 Job Offers

- 6.6.a For starting salary, the Department Head/Appointing Authority shall not commit anything above Step 3 until prior written approval is obtained from the Human Resources Director, as indicated in Section 6.7.d.
- 6.6.b Please note that job offers or job offer letters shall not contain benefit language or compensation commitments inconsistent with existing Town personnel policies for new hires or make future compensation or benefit commitments that are inconsistent with existing Town personnel policies.
- 6.6.c Appointing Authorities shall consult with the Human Resources Director prior to any initial or final job offer made, to ensure consistency and compliance with existing Town personnel policies, practices, and/or procedures.
- 6.6.d Generally, the only benefits negotiable for recruitment purposes are:
 - Starting Salary – hiring above Step 3 requires prior written approval from the Human Resources Director – see Section 6.7.d of this Hiring Policy
 - Vacation Leave – see Section 5.4.d of the Vacation Policy [#P-302].
- 6.6.e All job offers are conditional, as prospective employees must submit to and pass certain required checks to be conducted by the Human Resources Department.
- 6.6.f Final job offers/award letters shall be communicated in writing and shall contain certain minimum information. The Human Resources Director shall be consulted in utilizing the standard letter. The Appointing Authority or Human Resources Director shall sign final job offer/award letters.

6.7 Authorization to Hire Above the Minimum Step

- 6.7.a After screening applications and interviewing candidates, the Human Resources Director and Department Head/Appointing Authority shall select a final candidate.
- 6.7.b Department Heads/Appointing Authorities should attempt to hire a candidate at the minimum step whose qualifications match the requirements of the position.
- 6.7.c If the Department Head/Appointing Authority is unable to hire at the entry level salary, he/she shall seek the assistance of the Human Resources Director in negotiating a salary within the position pay scale. The following should be considered:
 - The successful candidate’s current rate of pay
 - Other qualified candidate’s current rate of pay (if applicable)
 - The successful candidate’s current benefit package
 - Salaries of similar positions of comparable communities
 - The education and experience of the successful candidates as it relates to the position description
 - Other relevant information
- 6.7.d Hiring above step 3 of the classification and compensation plan requires prior written approval by the Human Resources Director.
 - 6.7.d.i The Personnel Board has developed form **#D-101 - Request for Hiring Above Step 3**, which must be filled out by the Appointing Authority and submitted to the Human Resources Director.
 - 6.7.d.ii The Human Resources Director shall consult with the Appointing Authority [or Appointing Authority chair if a board] and the Personnel Board chair in making the decision.
 - 6.7.d.iii The Human Resources Director shall review the request to meet any reasonable requested date, as putting together an offer to the selected candidate is time critical.
 - 6.7.d.iv The Human Resources Director decision on hiring above step 3 is final.
 - 6.7.d.v The decision of the Human Resources Director is not a budgetary approval. If the approved Grade and Step equates to a dollar value that exceeds the approved Fiscal Year budget amount for this position, then the Appointing Authority is required to obtain budget approval from the Finance Commission and/or Town Meeting.

6.8 Hiring Documentation

The following documentation shall be compiled by the Department Head/Appointing Authority and forwarded to the Human Resources Director prior to the employee’s first day of work:

• Payroll Change Form	• Employment Application and Resume
• Conditional Job Offer Letter	• Pre-employment Physical Form
• Reference Letters and/or Telephone Reference Check Reports	• Any other form required for the purposes of a background check, if applicable

6.9 Orientation

- 6.9.a During the first week of employment, preferably the first day, the employee must meet with a representative of the Human Resources Department and/or the Benefits Coordinator, and the Retirement Coordinator. The employee will be required to submit any and all documentation, which is submitted to them as part of the Orientation process.
- 6.9.b New employees may also be required to undergo certain New Employee Training, such as computer training, diversity in the workplace training, safety training, sexual harassment training, and/or other developed training deemed necessary.

7. Applicable Laws / Statutes

This section intentionally left blank.

The following hiring document associated with and attached to this policy may change to meet the needs of the Town or new requirements of law. The HR Director may make the necessary document changes without changing the intent or content of this policy. Please consult the Human Resources Department for the most current version:

#D-101 - Request for Hiring Above Step 3 [Section 6.7.d]

PERSONNEL BOARD

For the Personnel Board: David E. Hajjar 10 / 15 / 14

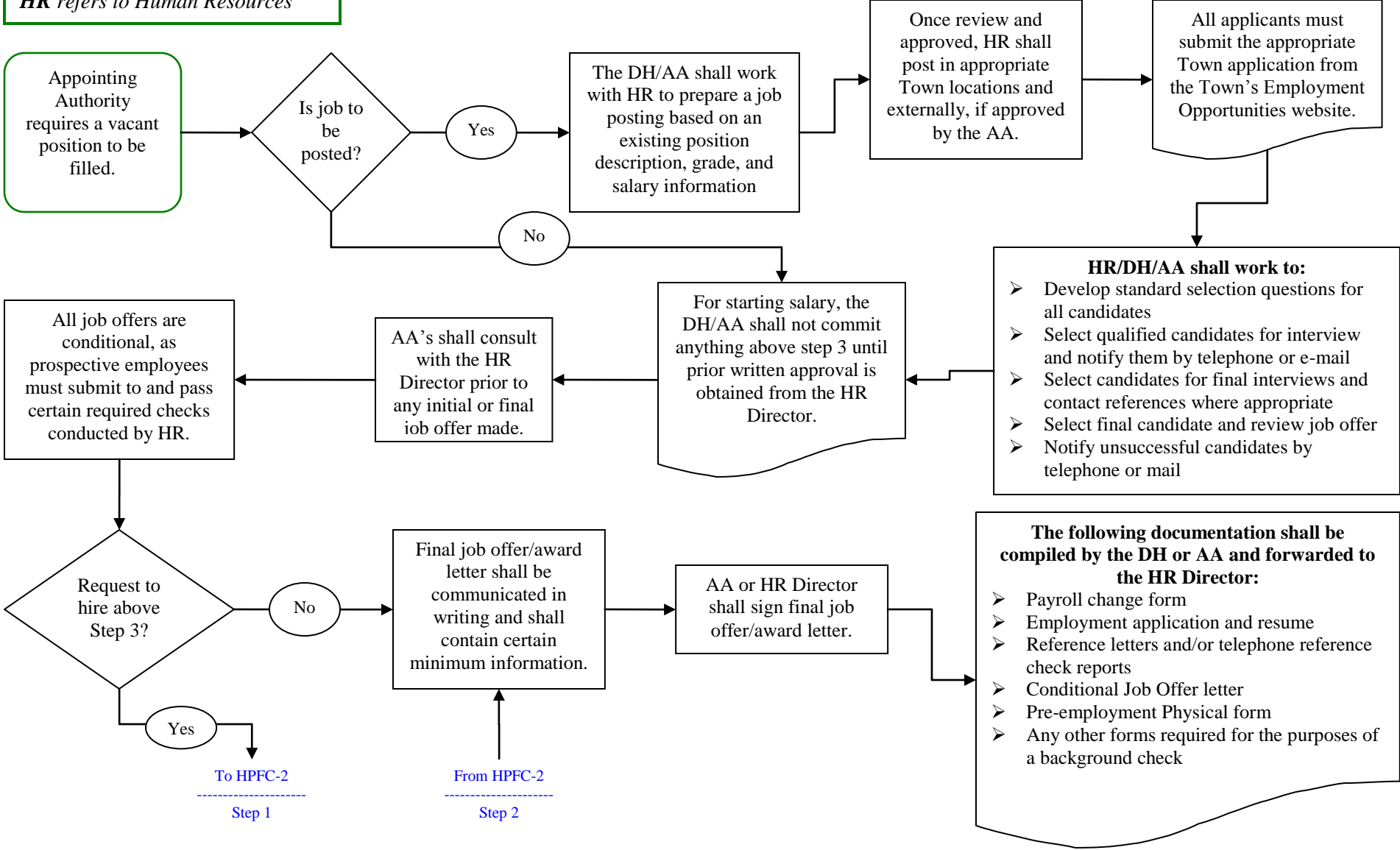
- David E. Hajjar, chairman
- Anne Haley, vice-chair
- Willard Krasnow
- Patterson Riley
- John E. Taylor

TOWN OF NORWOOD – PERSONNEL BOARD

Hiring Process Flow Chart

HPFC-1

AA refers to Appointing Authority
DH refers to Department Head
HR refers to Human Resources



TOWN OF NORWOOD – PERSONNEL BOARD

Hiring Process Flow Chart

HPFC-2

