



## STANDARD OPERATING PROCEDURE # 02-006

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**Policy Name:** Recruitment & Hiring Policy

**Issued:** 06/22/2009

**CALEA Standard(s):** 3.2.5, 4.2.1, 4.2.3, 4.2.7, 4.3.6

### **1.0 PROCEDURE APPLIES TO**

☒ All Employees ☐ Operations ☐ Administration ☐ Technology

### **2.0 PURPOSE**

To establish a process by which NORCOM will recruit and establish hiring processes.

### **3.0 POLICY**

The recruitment of persons to fill vacancies will be accomplished without regard to race, gender, color, religion, creed, age, sexual orientation, national origin, ancestry, marital status, or disability. Recruitment will be structured to provide the highest caliber employees possible, based on merit and qualifications.

### **4.0 PROCEDURE**

#### **4.1 Job Announcements**

**4.1.1** Job announcements shall specify the title and pay of the position, the nature of the work to be performed, job qualifications requirements, examination information including the time, place and manner of completing applications and other pertinent information.

**4.1.2** Each job announcement shall indicate a background investigation will be conducted and must be successfully completed; falsification of any information on the application or resume is sufficient cause for termination of employment.

#### **4.2 Employee Referral Incentive Program**

**4.2.1** Employees are encouraged to be aware of highly qualified people that they think would thrive as a Telecommunicator in an emergency communications career and refer them to the NORCOM recruitment process at [www.norcom.org](http://www.norcom.org) – see the employment section. They may apply through GovJobsToday.

The Employee Referral Incentive Program is two-tiered:

**4.2.1.1** An employee who refers an applicant who successfully makes it through the initial skills testing phase and is invited to a preliminary interview shall receive \$25.00.



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- 4.2.1.1.1** An applicant is defined as one who has not been previously employed nor is currently employed by NORCOM.
- 4.2.1.2** An employee whose referral is ultimately hired and successfully completes Trial Service shall receive an additional \$125.00.
- 4.2.1.3** The IRS classifies cash awards as taxable income. Payroll withholds taxes accordingly.
- 4.2.1.4** For an employee to be eligible for the \$25.00 referral incentive, they must be employed by NORCOM at the time the applicant they referred has their preliminary interview. For an employee to be eligible for the additional \$125.00 referral incentive, they must be employed by NORCOM at the time the referred employee is released from Trial Service.
- 4.2.1.5** NORCOM business cards, with referral information on the back, are available to all employees to distribute. These cards should be turned in by the referred applicant at the time of preliminary interview for the initial referral incentive. The referral card will then be tracked should that applicant ultimately be hired and successfully complete Trial Service.
- 4.2.1.6** Disputes and Disclaimer – Any disputes arising from the application of this program will be the responsibility of the Executive Director or designee to resolve.
- 4.2.1.7** The hiring process will be fair and consistent with agency policy and procedures, with no bias for or against applicants whose selection might make another employee eligible for referral bonus. NORCOM employees who are involved in the hiring process are not eligible to participate in the Referral Incentive Program.

### **4.3 Selection**

- 4.3.1** The selection tools used in the examination process shall be impartial and relate to those subjects which, in the opinion of the Human Resources Manager, fairly measure the relative capacities of the person examined

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to execute the duties and responsibilities of the position to which they seek to be appointed. Examinations shall consist of selection techniques which will fairly test the qualifications of candidates such as, but not necessarily limited to, achievement and aptitude tests, other written tests, personal interviews, performance tests, evaluation of daily work performance, work samples, psychological evaluations, medical tests (post offer), successful completion of prescribed training, background and reference inquiries, and any combination of these or other tests. Where applicable, the trial service period is considered an extension of this examination process.

### **4.4 Examinations**

Examinations and selection procedures shall be periodically reviewed for all classifications. The Human Resources Manager shall actively take part in all phases of updating the examinations and job classes to insure that they:

- 3.3.1** Realistically and directly relate to the actual duties to be performed on the job.
- 3.3.2** Do not have the effect of blocking protected classes from employment.
- 3.3.3** Are not arbitrary or capricious.
- 3.3.4** No instrument for the detection of deception shall be the single determinant of employment status.
- 3.3.5** The Human Resources Manager may designate any part of the examination process as qualifying only.

### **4.5 Interviews**

- 4.5.1** Assessment Panels may be used to conduct oral interviews. Assessors shall be appointed by the Director or designee prior to the evaluation of candidates. This panel should consist of NORCOM personnel and/or employees from other agencies served by NORCOM to assure recognition of the needs of NORCOM, and to promote continuity in the recruitment process.
- 4.5.2** The assessment Panel shall have time to review each candidate's application and/or resume prior to their interview; each candidate shall be allowed a similar period of time for their interview.



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**4.5.3** Each candidate shall be required to respond to a series of identical questions. The questions must be of an acceptable nature and job related so as not to discriminate.

**4.5.4** Consideration shall be given to the following, but not necessarily limited to:

**4.5.4.1** Approachability, poise, self-confidence

**4.5.4.2** Ability to articulate thoughts and ideas

**4.5.4.3** Alertness

**4.5.4.4** Judgment

**4.5.4.5** Interpersonal adaptability

**4.5.4.6** Job Knowledge

**4.5.4.7** Adequacy of prior training and/or experience

**4.5.4.8** Initiative, drive, and interest

**4.5.4.9** Reliability/dependability

### **4.6 Background Investigation**

**4.6.1** Candidates that are recommended to continue in the process shall be required to successfully pass a background investigation. This will include, but is not limited to: verification of qualifying credentials, a review of any criminal record and verification of at least three references. The Human Resources Manager shall make recommendations regarding the results of the background investigation to the Director, who shall make the final determination regarding eligibility for hire.

### **4.7 Storage of Selection Materials**

**4.7.1** All selection materials are stored in a secure area when not being used and are disposed of in a manner that prevents disclosure of information.

## **5.0 RESPONSIBILITY**

The Human Resources Manager shall establish recruiting procedures that will result in the most efficient recruitment possible within practical limitations.