1. **PURPOSE**

The purpose of this procedure is to outline the specific requirements that are involved in human capital planning, requesting/justification of additional resources, and recruitment processes needed to ensure that the company is operating at full capacity and within EEO/Affirmative Action guidelines.

* 1. The goal of the recruitment and hiring procedure is to create a uniformed output that would allow:
     1. Human Resources (HR) staff to meet the recruitment demands for qualified and skilled staff needed to effectively and continuously provide customer-focused services designed to support the customer’s goals and objectives.
     2. All recruitment and hiring stakeholders remain aware of the recruitment and hiring expectations and their roles to ensure a successful process when exercised.

1. **INPUTS and ENTRY CRITERIA**
   1. Department/Program/Project Manager’s analyze either departmental or project resources and identify staffing gaps and contract need; if any, and make the decision to hire or replace staff based on workforce planning needs, gaps identified and/or the customer’s request. This process can be found on the company’s SharePoint site for reference as needed - [Human Resources - Process - All Documents (sharepoint.com)](https://j3llc.sharepoint.com/hr/Shared%20Documents/Forms/AllItems.aspx?id=%2Fhr%2FShared%20Documents%2FHR%20Processes%2FTermination%2FProcess&viewid=293470fe%2D4522%2D4f16%2D876d%2D58545a639afd).
2. **ACTIVITIES**
   1. **Request to Fill a Vacancy.** To begin the recruitment process for a vacant position, the hiring manager or company executive contacts the HR department lead via email to request to fill a position. ***(Sharon’s note: a Request to Fill a Vacancy form should be created***) The request to fill communication is used to identify specific needs such as:
      1. Employee Status: full-time, part-time, or temporary/seasonal
      2. Salary Recommendation
      3. Expected Hire Date
      4. Required Skills, Abilities, and Education

When a related job description is not available, the hiring manager or designee develops a job description using J3’s job description process and template, also found on the company’s SharePoint site as instructed in 2.1 above. In addition, an HR representative conducts market research to ensure that newly created job description and salary recommendation aligns with industry standards and are competitive.

The HR lead confers with the designated Executive to approve the request to fill a vacancy details.

* 1. **Recruitment.** This portion of the process begins once approval to proceed is received from the designated Executive. Prior to initiating recruitment activities, the designated HR representative meets with the hiring manager to discuss an effective recruitment strategy. The strategy discussion includes:
* Specialized skills expectations
* Expected interview rounds, panelists involvement and availability, and interview questions and rubrics, and the completion of a rating sheet by each interviewer.
* Interview etiquette designed to help mitigate bias.
  + 1. *Internal Posting.* Using the Job Announcement template, the designated HR representative creates an announcement referring to the job description and then communicates to all J3 employees via email.
       1. A DB employee can apply for a vacant position if the following criteria is met.
          1. Must have been in their current position for six months or more,
          2. Must be in good standing with regards to performance. HR staff will use most recent performance evaluations and seek information from the employees current supervisor,
          3. Must meet the job qualifications outlined in the announcement.
    2. *External Posting.* The HR representative posts the job vacancy on public job boards, such as Indeed and LinkedIn. The goal is to maintain cost efficiency for the department and company.
    3. *Resume Screening.* To ensure appropriate applicant tracking, resumes, HR staff accepts applications electronically using the job board and J3’s HR email address.
       1. The HR representative screens applicant resumes and cover letters, if required, received to determine qualifications and a match to the position requirements outlined during the recruitment strategy discussion and forwards the resumes of qualified candidates to the hiring manager for review and a first down select.
       2. The hiring manager or designee reviews the resume(s) received and selects qualified candidates and requests HR to initiate interview scheduling with the candidates chosen.
       3. The HR representative tracks the resumes considered for each position and documents information to help support the interview and hiring decisions, as well as requirements for EEO/AA reporting.
       4. The HR representative is responsible for scheduling and interviewing candidates through all rounds – initial screening, panelist interviews, and executive interviews, when requested.
    4. *Candidate Telephone Screening.* Normally the HR representative conducts the initial screening.
       1. Based on questions discussed with the hiring manager, the HR representative conducts the initial screening needed to validate a candidate's work-related experiences, and workplace and salary preferences to be used to determine if the candidate satisfies the requirements to undergo a comprehensive interview with the hiring manager and/or other subject matter experts.
       2. The HR representative and the hiring manager confer to organize interviews.
    5. *Interview.*
       1. The designated HR representative or the hiring manager or designee contacts the candidate to schedule a comprehensive interview.
       2. Prior to the interview, the designated interview panelists meet to align understanding and interview expectations. **Note:** This action is important to help mitigate bias.
       3. The hiring manager is responsible for organizing and conducting the meeting. The alignment discussion should include:

Qualifications and characteristics of the ideal candidate

Interview questions and which panelist is responsible for what question. **Note:** Same panelist asks same question of each candidate.

Use of the Rate/Rubrics document

Onboarding responsibilities

Once all interviews are conducted, the hiring manager or designee communicates via email the hiring decision to the HR representative.

* + 1. *Background/Reference Checks.* Once the final candidate(s) is/are identified, HR initiate an investigation of a candidate’s background using the resources available. References must be obtained from the final candidate or top candidates if they are not an existing employee.
       1. The hiring manager and/or company Executive makes the decision to attain job references before or after making the final hiring decision. Other background checks are performed once the final candidate is identified.
       2. The HR representative obtains a minimum of three work-related references, one must be from a direct manager/supervisor and document the results on the Reference Check form.
       3. References are not mandatory for internal candidates. However, hiring managers are encouraged to obtain at least one reference from the internal candidate’s current supervisor (if applicable).
    2. *Job Offer*. Once the hiring manager has identified a final candidate, hire date, and salary, the HR representative communicates with the candidate to extend a verbal offer.
    3. *Job Offer Acceptance.* If the job offer is accepted by the candidate, the HR representative proceeds with coordinating administrative steps with the candidate to finalize the selection process. These steps include:
       1. Send the candidate a formal written offer via email,
       2. Communicate and send benefits related information. **Note:** Communication about J3’s benefits can occur at any time during the Recruitment and Selection process.
       3. Notify the hiring manager or designee, via email, of the candidate’s acceptance and start date.
    4. *Job Offer Decline.* If a candidate declines a job offer, the HR representative notifies the hiring manager or designee in writing of the candidate’s decision.
       1. If the decision is based on a negotiable term, the HR representative and hiring manager confer to determine if terms are applicable and worth meeting the candidate’s terms.
       2. If the negotiation activities fail, the HR representative notifies the hiring manager in writing and request approval to extend an offer to the next qualified candidate interviewed.
       3. The hiring manager may decide to begin the recruitment process again.
    5. *Process Closeout Activities.* Once an offer is made and accepted, the HR representative is responsible for the following duties:
       1. Notify the candidates not selected via email of the hiring decision.
       2. Close the job announcement from the job boards used. Note: The job announcement can be paused once resume screening activities have concluded.

1. **ROLES**

| **Stakeholder** | **Process** | **Role** |
| --- | --- | --- |
| HR Department Lead/J3 Executive | Oversee, Develop, Implement, Inform, Control, Maintain, Update, and Improve this procedure and inputs/outputs. | * Maintain primary decision-making authority, approve access to document storage, finalize and improve activities related to the recruitment and selection procedure. * Direct staff activities as related to the recruitment and selection procedure. * Ensure adherence to the activities related to this procedure. * Report progress, issues, and risks to the assigned Executive as it relates to the activities outlined in this procedure. |
| HR Generalist | Develop, Implement, Inform, Control, Maintain, Update, and Improve this procedure’s and inputs/outputs | * Serve as back up to the HR Department Heads efforts, if the role exists. * Assume all responsibilities outlined in this procedure. * Maintain, monitor, and input information into the electronic database. * Ensure managers adherence to the activities related to this procedure. * Report progress issues, and risks to the HR Department Head. |
| Department/Project Manager or Designee | Develop, inform, educate, and update this procedure’s outputs.  Adhere to this procedure.  Recommend process workflow improvements | * Use the tools provided by HR to recruit and select the best qualified candidate. * Inform and educate designated stakeholders of this procedure and their role. * Update the job description to ensure adequate resource acquisition and skills development. |

1. **MEASURES**

* Number of qualified applicants.
* Number of down selected applicants
* Recruitment to Selection Timeframe

1. **VERIFICATION STEPS**
   1. The HR department will document and monitor draft submission compliance to determine the need for an overall or “as per” training.
   2. Annually, the HR department head reviews current procedures and forms to ensure they are aligned with industry standards.
   3. Throughout the year the staff will discuss recruitment and selection procedures and forms during departmental meetings. Meeting attendants will share findings, progress, issues and risks, and solutions to allow continued improvement and revisions when necessary. Also, throughout the year, the HR department head will report status to the company’s executives to ensure alignment with company goals.
2. **OUTPUTS AND EXIT CRITERIA**
   1. Accepted Offer
   2. Close Job Announcement
   3. Communicated Hiring Decision made to all Applicants
3. **REFERENCES**

None

**9.0 APPENDICES**

None