

Policy and Procedure
BUNCOMBE COUNTY HEALTH AND HUMAN SERVICES/DEPARTMENT OF HEALTH

Title: Hiring and Retaining New Employees for BCDH	Policy #: 1000-34	Revision #: 3	Page 1 of 2
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Category & Subcategory:	Administrative Policy & Procedure Personnel	Original Effective Date:	7/1/2003	This Revision Effective:	9/26/14
Persons Affected	Personnel Office, Managers, Supervisors				
Approval By/Date	_____ Health Director Date		_____ Health and Human Services HR Director Date		_____ Chair, Health and Human Services Board Date
Review Date & Initials	_____	_____	_____	_____	_____

1.0 Revision History	Date of Revision	Summary of Changes	Section
	11/15/07	Removed personal name from health director signature line	
		Changed HR Coordinator to Personnel Assistant	
	7/23/08	Added On-boarding definition	4.6
		Added recruiting and retaining procedures	6.12
		Added “Retaining” to policy title	
		Added non-discrimination and diversity wording to purpose	2.0
		Clarified screening and job offering procedures	6.9
	3/1/12	Agency name change	throughout
		Removed “employee health” from definitions	4.0
	7/22/14	Adding training/community engagement information	6.12.6
		Clarified processes by HR and substituted Human Resources for Personnel Assistant	5.0, 6.0
	8/5/14	Legal Authority added	7.0

2.0 Purpose To establish a procedure for hiring and retaining employees, to ensure non-discrimination and promotion of diversity in the workforce which is consistent with the Buncombe County Equal Employment Opportunity (EEO) Policy.

3.0 Policy The policy of Buncombe County Department of Health is to ensure a systematic, consistent recruitment program, to promote equal employment opportunities, and to identify and attract the most qualified applicants for employment with BCDH. Selection decisions are made without regard to race, color, religion, sex, national origin, political affiliation, non-disqualifying handicap, or age. Recognizing that the public health workforce must be prepared to meet the ever changing needs of a diverse society, BCDH strives to recruit and retain a diverse staff which mirrors the population demographics of the community.

4.0 Definitions

- 4.1. **Applications** - Buncombe County Employment Application. Resumes may not be substituted in lieu of an application; however, resumes may supplement the application.
- 4.2. **References** - verification of previous employment and if possible, work record. May be documented by verbal phone conversation or written.
- 4.3. **Qualified Candidate** - applicant must meet minimum requirements as set forth by state specifications.
- 4.4. **Verify licensure/certification** - obtain a copy of, view website, or otherwise contact issuing board or authority to ensure that credentials are valid and in good standing.
- 4.5. **On-boarding** – a process of integrating a new employee or a newly-promoted leader into an organization’s culture and his/her role. Best practices include: building knowledge, developing relationships in the organization, and providing feedback for the new or promoted leaders.

5.0 Responsibilities

- 5.1 Supervisors/Managers are responsible for: requesting positions to be posted, reviewing applications, interviewing and obtaining references, licensure/certification verifications, obtaining appropriate approvals/signatures, and submitting a completed hiring packet to Human Resources (HR) for processing. Supervisors are also responsible for ensuring new employee meets orientation requirements.
- 5.2 HR is responsible for posting openings with County Personnel, screening received applications for minimum qualifications; sending applications to supervisors/managers; processing completed hiring packets, overseeing the pre-employment screening process, and making official job offers.

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5.3 Buncombe County Personnel is responsible for receiving applications and logging appropriate EEO compliance information.

6.0 Procedure

- 6.1. When a vacant position has been approved to be filled, Supervisors/Managers will email requests for positions to be posted to the HR no later than noon each Tuesday, with any edits submitted by noon on Wednesday.
- 6.2 HR will forward postings to County Personnel by 3 pm each Wednesday to be included in county wide posting. Internal postings will be posted within the Buncombe County Department of Health, as requested by Supervisors/Managers. The same time frame for internal postings as external is preferred.
- 6.3 HR will receive applications from County Personnel after being logged for EEO compliance each week. .
- 6.4 Applications will be screened by HR. Applicants that meet minimum qualifications and requirements for a position (including work against) will be forwarded to the hiring supervisor or manager.
- 6.5 Supervisors/Managers will interview applicants and select the best-fit applicant for the position..
- 6.6 Supervisors/Managers will obtain references on desired candidate, as well as verify licensure/certifications.
- 6.7 Once selection of candidate is made, supervisor/manager will obtain approvals/signatures and then forward the hiring packet to Human Resources.
- 6.8 HRs will complete a pre-hire checklist, to include salary and starting date of employment.
- 6.9 Human Resources will contact applicant and give notification that he or she is one of the finalists and as such will need to schedule a drug screen and criminal background check. Once applicant has passed the drug screen and criminal record has been reviewed, a final determination to extend an offer of employment will occur and Human Resources will offer the job to the applicant.
- 6.10 HR will notify the Supervisor of the hire date, along with the Health Administrative Assistant so that the new employee can be added to the online Health training system.
- 6.11 Supervisor/Manager is responsible for ensuring new employees complete all necessary orientation requirements as listed on Master Checklist.
- 6.12 Buncombe County Health and Human Services recognizes the importance of a diverse workforce in ensuring comprehensive and culturally sensitive care for our clients and patients. To support this goal the following efforts are undertaken:
 - 6.12.1 Buncombe County Personnel regularly tracks the diversity of our workforce through an EEO report and annual affirmative action review.
 - 6.12.2 Specific areas of advertising include:
 - Newspapers/rags for specific ethnic groups such as La Voz and The Urban News
 - Community action groups such as Latino Steering Committee and the HHS Community Advisory Board
 - 6.12.3 Succession Planning is used to cultivate and retain staff and develop the necessary competencies and skills for leadership. Some resources available to staff include:
 - Leadership development program
 - 6.12.4 On-boarding process is used for new employees and internally promoted employees with specific coaching plans to support development and success, also mentors are available. On-boarding encourages open and honest feedback from employees and includes regularly scheduled new supervisor orientation on specified topics such as diversity.
 - 6.12.5 Interns, CAYLA Program – high risk students who have been identified as college-bound intern in County agencies such as Health. These internships are an investment in attracting diverse future applicants.
 - 6.12.6 Training/Community Engagement
 - Annual agency diversity training
 - Agency sponsored diversity workshops available ongoing
 - Partner with organizations such as the Center for Diversity Education for staff training and coordination of community feedback and networking for diversity improvement opportunities, including hiring strategies.

7.0 Legal Authority

- 7.1. Title VI - 42 U.S. C §§ 2000d. The part of the Civil Rights Act of 1964 that prohibits recipients of Federal financial assistance from discrimination on the basis of race, color, or national origin, sex, age, religion, political beliefs or disability.
- 7.2 The Americans with Disabilities Act of 1990 28 CFR Part 35.
- 7.3 Section 504 of the Rehabilitation Act of 1973
- 7.4 Title IX of the Education Amendments of 1972
- 7.5 All provisions required by the implementing regulations of the Department of Agriculture; Department of Justice Enforcement Guidelines, 28 CFR Part SO.3 and 42 and FNS Directives and Guidelines
- 7.6 Culturally and Linguistically Appropriate Services Standards (CLAS)
<http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=2&lvlID=15>
- 7.7 Buncombe County Personnel Ordinance, Equal Employment Opportunity Policy