

POSITION VACANCY			
Anticipated Vacancy	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
Resignation / Retirement	See "Review Job Classification " as soon as notified of the date of departure.	Hiring Department	
Discipline (Termination or Demotion)	See "Review Job Classification," but wait until the grievance period has ended before moving to "Conditional Offer."	Hiring Department	
REVIEW JOB CLASSIFICATION			
	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
Review Classification Specification	Review the classification specification to determine if it meets the department's needs. Pay particular attention to the minimum and preferred qualifications (e.g. education, experience, licensure).	Hiring Department	
	If there are minor changes, submit recommended revisions of classification specification to HR for review/update. Note - If the position is City-wide, please consult with HR prior to submitting recommended revisions to the classification specification.		
Review Job Classification	If there are significant changes, submit recommended revisions as well as the Request for Classification Review paperwork to HR.	Hiring Department	
RECRUITMENT			
	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
Create Requisition	Create a requisition in the online application system. Hiring supervisor may review posting prior to department head approval as appropriate. Advertised Salary – For difficult to fill positions, consider using a range, but no more than the budget allows. Preferred Qualifications – Consider qualifications specific to the division/location in which the employee will work. Recruitment open period - Must be a minimum of seven calendar days.	Hiring Department	
	Approve requisition in the online application system.	Department Director	
	Review requisition and compare to classification specification; ensure recruitment details are appropriate (e.g. hiring range, recruitment period, job details, required and preferred qualifications). Create supplemental posting questions and approve the requisition. Departments can place any supplemental question requests in the 'Comments to HR' section of the requisition for review and approval by HR.	HR Practitioner	2
Posting	Post position to online application system, The Virginia Employment Commission (VEC), and Virginia Municipal League (VML). Other employment sites (i.e. Indeed) may pull postings from the City's site.	HR Practitioner	1
	Departments may place employment advertisements in other sites not listed above.		
	Departments are responsible for drafting the advertisement and may send to HR for review. Departments are responsible for posting the advertisement in special publications not mentioned above.	Hiring Department	
	Send three to five recommended interview panel members to the HR Practitioner for review and approval. Once approved, coordinate the panel member's availability. NOTE: If the position has an enterprise-wide department (e.g. Finance, IT), the enterprise-wide department must be represented on the interview panel. TIP: When recommending interview panel members, a diverse panel is optimal (e.g. education, race, City tenure, ethnicity, private/public sector experience, gender). Interview panel members may include the Hiring Manager, a Subject Matter Expert, an employee from another City department who works closely with the position being recruited or who performs a similar function.	Hiring Department	

Interview Process Preparation	<p>Create on-site and off-site assignments. Send to HR Practitioner for review and approval.</p> <p>TIP: Assignments must be job related. For an administrative position, consider having candidates create a document, spreadsheet, or PowerPoint to demonstrate requisite proficiency prior to being offered an interview. For technical positions, consult with Risk Management for candidates to perform exercises such as equipment operation and send to Human Resources for approval.</p>	Hiring Department	
	<p>Create approximately 8-15 interview questions. Send to HR Practitioner for review and approval. Finalize interview questions.</p> <p>TIPS:</p> <p>1. The first question is always "After reviewing the job description, are you able to perform the essential functions of the position with or without reasonable accommodation?"</p> <p>Note: This is a "yes/no" question that is not scored.</p> <p>2. If you find there may be a need for more than 15 questions, consider the following options: second round interview, on-site or off-site work assignment.</p>	Hiring Department	
Screening	<p>Review all applicants and assign a score based on minimum and preferred qualifications. E-mail top competitive names to the Hiring Department.</p> <p>Change position to "HR Screen Complete" in the online application system.</p>	HR Practitioner	2.5
	<p>For referred applicants that are not selected for interview, or for an applicant who was not referred that the hiring department would like to select for interview, adequate business justification is provided to HR via email. (e.g. clarification of relevant job experience or certification, no call no show for last scheduled interview)</p>	Hiring Department	
SELECTION			
Certification for Interview	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
	<p>External candidates: Verify rehire status Internal candidates: Verify most recent performance evaluation score (solid or above), no disciplinary actions within previous 12 months. Change status to "Certified for Interview" in the online application system. Send e-mail to notify Hiring Department</p>	HR Admin	1
Pre-Work Phase	<p>Send pre-work to candidates indicating deadline for submission of work product. Collect submissions from candidates, compile and send to Hiring Manager and others, as appropriate, for review.</p>	Hiring Department	
Selection for Interview	<p>Review pre-work and identify candidates for interview.</p>	Hiring Department	
	<p>Schedule interviews with applicants.</p> <p>TIP: For out-of-town candidates consider using Skype for first round interviews. Timed on-site assignments can be emailed to the candidate at the start and conclusion of the scheduled time.</p>	Hiring Department	
Interview	<p>Interview applicants. Score candidates based on responses to interview questions and on-site work performance.</p>	Hiring Department	
	<p>Compile interview panel scores and determine the top candidate and alternate(s), as appropriate.</p>	Hiring Department	
Selection Documentation	<p>Change candidate status to "Selected" in the online application system. Change non-selected applicants to "Interviewed, Not Selected" in the online application system.</p>	Hiring Department	
	<p>Draft communication to HR (i.e. email, memo) including the requisition number, identifying top and alternate candidate(s), providing business justification for the selected candidate and the candidates interviewed but not selected. Obtain Hiring Manager signature.</p>	Hiring Department	
	<p>Complete and sign the Request to Hire Above Minimum Form, if applicable.</p>	Department Director	
	<p>Send selection memo, all pre-work received, interview documentation/notes, on-site assignments and signed Request to Hire Above Minimum to HR Practitioner for review and approval.</p>	Hiring Department	
	<p>Review interview documentation to include scoring.</p>	HR Practitioner	3
Request to Hire Above the Minimum Salary	<p>Complete City-wide internal equity analysis and make recommendation to HR Director.</p>	HR Practitioner/Manager	2
	<p>Approve/Amend recommended salary based on internal equity.</p>	HR Director	1
	<p>If the recommendation is other than what the department requested, call the department to inform.</p>	HR Practitioner/Manager	same day received
	<p>Send approved request to Budget Analyst, as appropriate.</p>	Budget Analyst	
	<p>Confirm sufficient funding to support recommended salary.</p>	Budget Analyst	

SELECTION continued			
Approval to Proceed with Conditional Offer of Employment	Email approved Request to Hire Above Minimum form, if applicable, to Hiring Department providing approval to proceed with a conditional offer of employment. Copy HR Admin	HR Practitioner	1
Conditional Offer	Create conditional offer letter.	Hiring Department	
	Contact candidate to make a conditional offer contingent upon successful completion of required background checks and screenings.		
	Schedule an appointment for the candidate to report to HR to complete background check authorization forms.		
Background Checks	Schedule an appointment for the candidate to complete physical and drug/alcohol screening, if required.	Candidate	
	Sign and submit conditional offer letter.		
	Report to HR to complete authorization forms to conduct background checks, submit local background check and provide a copy of transcripts/degree/certification/licensures, as appropriate. Take picture for City ID badge.	Candidate	
	Report to appropriate location(s) for physical and drug/alcohol screenings.		
	Submit information to obtain background check results.		
Review/Evaluate results. Provide clearance, as appropriate. Update the background tab in the online application system.	HR Admin		
Send e-mail to the Hiring Department for clearance to proceed with full (or conditional - if pending CPS) offer to begin work.	HR Practitioner		
Change applicant status to "Hired" and requisition status to "Filled" in the online application system.	HR Practitioner	same day of clearance	

ONBOARDING			
	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
Hire	Contact candidate and determine start date.	Hiring Department	
	New employees must start on a Monday. Current employees must transfer at the beginning of a pay period.		
	Contact and/or send regret letters to applicants interviewed but not selected.	Hiring Department	
	Prepare New Hire package and schedule appointment to meet with candidate.	Hiring Department	
	Submit New Hire package to HR.	Hiring Department	

PERFORMANCE MANAGEMENT			
	ACTION ITEM	PERSON RESPONSIBLE	Est. Business Days
Step 1	Upon hire, put notation in calendar to remind supervisor of mid-year and end of probationary period evaluation due dates.	Department Admin.	
Step 2	Select the appropriate performance evaluation form for new employee, add weights to factors, and review with employee. TIP: Identify resources available (i.e. mentorships, internal/external training offerings) to assist employee with meeting goals. Establish realistic timeframes to meet established proficiencies/objectives.	Supervisor	
Step 3	Establish regular check-ins with employee to discuss progress and provide and/or obtain feedback.	Supervisor	
Step 4	Remind supervisor of mid-probation review deadline.	Department Admin.	
Step 5	Prepare evaluation and have the reviewing authority review and approve.	Supervisor	
Step 6	Review, update or change, and sign evaluation.	Reviewing Authority	
Step 7	Meet with employee to review. Get all signatures and give to HR Liaison.	Supervisor and Employee	
Step 8	Add score in HRIS, Scan and upload signed evaluation to department's SharePoint folder on CityPoint.	HR Liaison	
Step 9	Continue to monitor progress and provide timely feedback.	Hiring Supervisor	
Step 10	Repeat steps 4-9 for end of probation evaluation review.	(See above)	
Step 11	Determine if a probation extension will be requested. If so, send appropriate documentation to HR Director at least 30 days prior to the end of the probationary period.	Department Head	