



Recruitment and Selection

Administrative Regulation | Employment & Performance | #3.02

Effective Date	May 25, 2013
Revised Date	June 30, 2025
Supersedes	February 6, 2024

Note: Terms that are ***bolded and italicized*** the first time they appear in this regulation are defined below. After the first occurrence, defined terms appear in *italics only*.

Purpose

This policy establishes a fair, lawful, and competitive recruitment and selection process that incorporates best practices and complies with equal employment opportunity guidelines.

Scope

This regulation applies to all City employees and other individuals authorized to participate in the recruitment and selection process, including ***hiring supervisors***, Human Resources personnel, and interview or selection panel members.

Policy

The City's recruitment and selection efforts are developed, administered, and overseen by the Human Resources Department (HR) in accordance with applicable federal and state laws, City administrative regulations, and collective bargaining agreements. These procedures apply to all hiring activities unless specifically waived by the Human Resources Director due to extraordinary circumstances, hardship related to operational necessity or service to the public.

All costs associated with recruitment and selection, including advertising, interviewing, skills assessment, travel, employment agency fees, relocation expenses, and related costs, are the responsibility of the hiring department.

The City provides reasonable accommodations during the recruitment and selection process in accordance with applicable federal and state civil rights laws. Qualified ***applicants*** requesting an accommodation are provided with an Accommodation Request form when one has not already been submitted, to clarify the nature of the request.

Recruitment and selection records are treated as confidential to the extent permitted by law. Information related to applications, ***applicants***, and selection materials is shared only with individuals who have legitimate business need to know in order to carry out their role in the hiring process.

The hiring manager and those directly involved in hiring will be provided with appropriate information at

the necessary stage to maintain the integrity of the process.

Procedure

1. Approval to Recruit

- a. The City determines whether a vacancy exists.
- b. The department leader submits a [Vacancy Review Request Form](#) to HR.
- c. HR schedules a vacant review meeting with the appropriate staff to review the requested position.
- d. At the vacancy review meeting, the terms of the selection and recruitment process, including whether the recruitment will be **internal** or external are determined.

2. Recruitment

A. Positions that require posting

- a. **Regular**, casual, temporary, and limited duration **positions**, including seasonal, when there is no established eligibility list.
- b. Position changes from temporary or limited duration to regular.

B. Positions that do not require posting:

- a. Reclassification or a regrading of filled position.
- b. Reinstatement of a recalled or displaced employee.
- c. Rehire a terminated employee into the same position within thirty-one (31) days.
- d. Changes in full-time equivalence (FTE) levels.
- e. Acting and interim appointments.
- f. Temporary staffing agency positions.
- g. Reassignments within a department that do not involve a change in grade or classification.
- h. Direct appointments approved by the City Manager.

3. Hiring Plan

- a. HR works with the hiring department to develop the vacancy plan, including opening the online application and advertising the position.

4. Job Announcements

- a. Job announcements must be posted for a minimum of fourteen (14) days and generally include:
 - (1) The essential functions of the position;
 - (2) Minimum qualifications;
 - (3) Special requirements;

- (4) Salary information;
- (5) Full-time equivalency;
- (6) Union or non-union representation, and
- (7) Application instructions with the deadline.

5. **Application Process**

- a. *Applicants* must submit a completed application and all required materials through the City's on-line application system by the deadline.
- b. *Applicants* must submit separate applications for each open recruitment.
- c. During an open recruitment period, *hiring supervisors* and department staff must forward all *applicant* inquiries to HR to maintain impartiality.
- d. The City does not accept unsolicited employment applications, résumés, or letters of inquiry. When unsolicited paper applications or materials are received, HR returns the materials to the *applicant*.

6. **Assessment Methods**

- a. Assessment methods used during the selection process are fair, reliable, and directly related to the job requirements.
- b. Assessment methods may include:
 - (1) Interviews,
 - (2) Written tests,
 - (3) Supplemental questions,
 - (4) Practical exercises,
 - (5) Presentations,
 - (6) Reference checks, and
 - (7) Background checks, may be used as deemed appropriate for the position.

7. **Screening and Shortlisting**

- a. HR screens all applications to assess qualifications, skills, and experience against the established criteria and assessment methods.
- b. HR creates a shortlist of qualified candidates based on the screening results. Shortlisted candidates are invited to participate in further assessment.
- c. To maintain an unbiased process, the *hiring supervisor* will not receive *applicant* identities until after interviews are scheduled.
- d. After the recruitment closes, HR, in collaboration with the *hiring supervisor*, applies applicable ***selection tools*** to determine which *applicants* are invited to interview.
- e. HR coordinates interview scheduling with the *hiring supervisor*.

- f. The *hiring supervisor* receives *applicant* identities and relevant information to support interview assessment once interviews are scheduled.

8. Interviews

- a. Structured interviews are conducted to assess job-related competencies in a fair and unbiased manner. HR works with the *hiring supervisor* to develop interview questions and a rating scale.
- b. *Hiring supervisors* work with HR to establish interview panels that promote representation and equal opportunity.
- c. Interviews are conducted by a panel consisting of at least three (3) individuals, which may include the hiring manager, an HR representative, and subject matter experts.
- d. Panel members must disclose any personal or professional conflicts of interest regarding *applicants* to HR prior to participating in interviews. Panelists remain mindful of perceived connections or relationships with candidates.
- e. HR provides interview training and best-practice guidance to panelists prior to interviews.
- f. Following interviews, the interview panel debriefs with HR to document ratings and assessments.

9. Reference Check

- a. HR coordinates all reference checks for City positions.
- b. Reference checks may include employment verification, education verification, personal or professional references, and professional license or certification verification.
- c. *Applicants* who fail to disclose required information may be disqualified due to falsification of application materials, at the discretion of the HR Director.
- d. *Applicants* with an unfavorable job-related background or who fail to disclose required information, may be removed from further consideration for employment.

10. Contingent Job Offer

- a. After reference checks are complete, the *hiring supervisor* will extend a verbal contingent job offer.
- b. Following acceptance of contingent offer, HR completes background check requirements, including Social Security verification and a criminal background investigation.
- c. Certain positions require job-related pre-employment physicals, fit-for-duty medical examination, psychological exam, credit history, driving record, and/or drug testing.
 - (1) Where physical exams are required, a written conditional job offer will be provided to the candidate before the exam. This conditional offer is separate from the final hiring letter.

(2) HR reviews, maintains, and stores all medical-related information.

11. Pay Placement

- a. Pay placement at hire is based on the candidate's relevant qualifications and internal equity among existing employees.
- b. Oregon law prohibits the use of salary history in determining compensation.

12. Job Acceptance

- a. The *hiring supervisor*, in collaboration with HR, establishes the new employee's start date.
- b. HR will communicate with the new employee to establish hiring terms and conditions.
- c. Employment begins only after completion of all background checks and required documentation have been completed.
- d. HR prepares the offer letter and completes the Personnel Action Form (PAF).
- e. The *hiring supervisor* schedules the new employee's first day of appointments with HR to complete onboarding paperwork.

13. Additional Hiring Tools and Compliance Requirements

A. Establishing and Hiring from an Eligibility List

- a. Upon completion of the selection process, HR may establish an eligibility list ranking *applicants* by qualifications.
- b. The number certified is determined jointly by HR and the requesting department.
- c. *Applicants* must be fully vetted prior to placement on the eligibility list.
- d. Eligibility list remain in effect for six (6) months or until exhausted, whichever occurs first.
 - (1) Upon request by the *hiring supervisor*, the HR Director may extend list for up to an additional six (6) months.
 - (2) Requests for extension must occur before the original expiration date and include notifications to remaining *applicants*.
- e. *Hiring supervisors* must select a candidate from the eligibility list rather than initiating a new recruitment when the prior recruitment was for the same department, division, position, classification, and pay grade, and remains within the eligibility period.

B. Veteran Preference in Hiring and Promotions

- a. Consistent with ORS 408.230, the City provides preference for veterans, Oregon National Guard, and disabled veterans who meet the minimum qualifications.
- b. HR will determine how veterans' preference is applied.

- c. *Applicants* claiming preference must submit required documentation during the application period.

C. Utilization of a Temporary Staffing Agency

- a. Department leaders consult with HR before contacting a temporary staffing agency.
- b. Prior to using any third-party staffing agency, HR confirms that all State Procurement options, including OregonForward (formerly QRF), have been exhausted.
- c. When State Procurement cannot meet the temporary staffing needs, a non-state procurement process may be used.

D. Internships

- a. Internships may be paid or unpaid.
 - (1) Paid interns are temporary employees.
 - (2) Unpaid internship comply with the **primary beneficiary test** under federal and state law, with hours tracked in the City's volunteer database.
- b. All unpaid internship programs require approval by the Human Resources Director.
- c. Internship positions are subject to the same pre-employment background check requirements outlined in this regulation.

E. Direct Appointment

- a. With approval from the City Manager and the HR Director, an employee may be hired without a competitive process in **extraordinary circumstances**.
- b. Prior to approving, HR certifies that the *applicant* meets the minimum and any special qualifications of the position.
- c. *Applicants* hired through direct appointment are subject to all pre-employment requirements applicable to other hires.

F. Employment of Relatives/*Conflict of Interest*

- a. No appointing authority may recommend an employment action, that would place the employee in a position too:
 - (1) Directly supervise a **family member**.
 - (2) Evaluate the work performance of a *family member*.
 - (3) Evaluate an employment application submitted by a *family member*.
 - (4) Adjust or resolve an employment relations grievance or complaint of a *family member*.
 - (5) Take any action that would violate a federal or state law, rule, or conditions of eligibility for financial assistance due to family relationship.

G. Record Keeping

- a. All recruitment and selection-related documents, including applications, résumés, interview records, reference checks, and background check results, are confidential and retained in accordance with applicable laws and City retention regulations.

Definitions

Term:	Definition
<i>Applicant:</i>	An individual who submits an application for a posted position and meets the minimum and any special qualifications identified in the job announcement.
<i>Conflict of Interest:</i>	A situation in which an individual participating in the recruitment or selection process has personal, professional, or financial interests or relationships that could compromise, or appear to compromise, objectivity in evaluating an <i>applicant</i> . Individuals with conflicts of <i>interest</i> must decline participation in the selection process.
<i>Extraordinary Circumstances:</i>	Unusual, rare, and time-sensitive conditions that materially impact City operations and cannot be reasonably addressed through the standard recruitment and selection process. <i>Extraordinary circumstances</i> are limited to situations where delay would result in significant operational disruption, risk to public services or safety, or failure to meet a critical legal or regulatory requirement. Budgetary convenience, routine staffing shortages, or preference for a specific candidate do not constitute <i>extraordinary circumstances</i> .
<i>Family Member:</i>	An individual related to an employee by blood, marriage, domestic partnership, or legal custodial relationship, including: spouse, domestic partner, parent, child, sibling, aunt, uncle, niece, nephew, stepparent, stepchild, parent-in-law, child-in-law, sibling-in-law, or equivalent relatives of an employee with a domestic partner.
<i>Hiring Supervisor:</i>	The supervisor, manager, or department director with responsibility for overseeing the recruitment, selection, and hiring of an employee.
<i>Internal Recruitments:</i>	A recruitment for a posted position that is only open to current City employees in <i>regular positions</i> .
<i>Primary beneficiary test:</i>	Under the federal Fair Labor Standards Act (FLSA) determines whether a person qualifies as an intern or an employee based on who primarily benefits from the relationship. The test considers : <ul style="list-style-type: none">• Whether there is a clearly understand that there is no expectation of compensation.• Whether the internship provides training similar to that provided in

an educational environment.

- Whether the internship is tied to formal education through coursework or academic credit.
- Whether the internship accommodates the intern's academic commitments.
- Whether the duration of the internship is limited to the period of beneficial learning.
- Whether the intern's work complements, rather than displaces, the work of paid employees.

Whether there is a mutual understanding that there's no entitlement to a paid position at the conclusion of the internship.

Regular Position:	A budgeted position with no anticipated end date that requires work of twenty (20) hours or more per week and is eligible for City benefits, subject to eligibility requirements.
Selection Tools:	Methods used to evaluate <i>applicants</i> throughout the hiring process, from initial application screening through final background checks. <i>Selection tools</i> may include interviews, written examinations, practical exercises, assessments of skills or abilities, reference checks, and background investigations.
Vacancy Review Request Form:	A City form used to document budget authorization, position information, and required approvals to fill a vacant or newly created position.

Related Resources

Administrative Regulations:

- [Background Check](#)
- [Compensation](#)
- [Equal employment Opportunity](#)
- [Hiring of Family Members](#)
- [Nepotism](#)
- [Workplace Relationships](#)
- [Record Retention and Destruction](#)
- [Release of Employee Information](#)
- [Standards of Conduct](#)
- [Use of Volunteers](#)

Forms:

- [ADA Request for Accommodation](#)
- [Filling of Vacancies Flow Chart](#)
- [Personnel Action Form \(PAF\)](#)

- [Vacancy Review Request Form](#)

Other:

- [Oregon Pay Equity Project](#) and Pay Equity Law – ORS 652.220
- [Oregon Veterans Preference Law ORS 408.230](#)
 - [BOLI : Prevailing Wage : For Employers : State of Oregon](#)