

Memorandum



Date: July 9, 2014

To: Honorable Chairman Esteban Bovo, Jr.
and Members, Finance Committee

From: Carlos A. Gimenez
Mayor 

Subject: Response to Request for Information on the County's Hiring Process

At the April 23, 2014 Finance Committee Budget Workshop, Commissioner Dennis C. Moss requested an outline of the County's recruitment and selection process as well as an explanation on how it is determined which positions are advertised.

Background on Established County Policies

Section 5.05.A of the County Code states that "the personnel system of the County shall be based on merit principles in order to foster effective career service in County employment and to employ those persons best qualified for County services which they are to perform." Section 5.05.B of the code stipulates that "The Mayor shall appoint a personnel director who shall head the department of personnel (HR) and whose duty it shall be to administer the personnel and civil service program and the rules governing them."

Effective November 15, 1998, Administrative Order (AO) 7-21 was established to govern and articulate the Personnel Policy for Centralized Employment Services (CES) and to the County's Equal Opportunity Employment/Affirmative Action Policies (Attachment 1). In accordance with the provisions of this policy, departments are required "to fully utilize the centralized employment service process" for all full-time classified and exempt positions, up to and including the department director level in order to promote an open competitive process. However, item #12 of AO 7-21 established a waiver provision to the CES process. The waiver stipulates that the Mayor (formerly County Manager) "may establish a special employment selection process for specific positions waiving the Centralized Employment Services process." It further stipulates that this process will be limited to extraordinary circumstances and applicants processed under this provision must meet the minimum qualifications for the position. All CES waivers "must be properly documented by the department director and approved by the [Mayor]." It is important to note that the Mayor does not approve CES waivers for employees not under the Mayor's purview.

In practice, CES waivers have been used to appoint key executives and staff members in the Mayor's office. In the case of executive staff members in departments, department directors make a business case for the CES waiver. Factors considered when approving a CES waiver are: 1) succession planning, 2) critical skill sets necessary to fill the position; and 3) time constraints to fill the position.

Below is a summary of the County's recruitment and selection process by steps:

Recruitment: Advertising and Hiring Process

- County Departments with vacancies review the requirements and prospective job duties for the vacant position(s) and initiate a request to fill memorandum to the Mayor through the Director of the Office of Management and Budget (OMB).
- The OMB Director reviews and "Approves" or "Denies" the request and forwards to the Mayor for review and approval.

- The Mayor or the Mayor's designee (Deputy Mayor) reviews the request and OMB's recommendation, and either "Approves" or "Denies" the requests.
- All positions are advertised on the County's eJobs website (www.miamidade.gov/jobs).
- Positions may be advertised to County employees only (internal) or be open to the public/open competitive (internal and external). See below for the separate processes related to internal and external recruitments.

County Employee Only Advertisement

- Posted on the Miami-Dade County eJobs website only and employees access with County ID and password.
- Positions with an internal promotional track e.g. Police Sergeant, Correctional Corporal, Fire Captain are always advertised to County employees only.
- During budget freezes or reductions, positions are advertised first to County employees only in order to allow County employees whose jobs may be in jeopardy to apply for the vacancies. If the recruitment does not yield eligible applicants, it is then advertised open to the public.

Open Competitive Advertisement

- Posted on the Miami-Dade County eJobs website and are accessible to both County and non-County employees.
 - Depending on the position and the recruitment plan developed by HR and the department, the position may be advertised in specialized and /or general career websites, local newspapers, trade and/or professional organizations, universities, etc.
- Most positions are advertised for a minimum of three business days. Some positions may be advertised for extended periods of time (three to six months). The positions with extended advertisement periods are for recruitment purposes only and fulfill the needs of departments to recruit large pools of candidates for mass hiring (e.g. Elections); to maintain a qualified pool of applicants for high turnover positions (e.g. Elephant Zookeeper); and to recruit positions with specialized skills that are difficult to find (e.g. Welder).
 - Minimum qualifications for classifications are established by the Human Resources Department with department input prior to advertisement.
 - User departments select for interviews individuals that are deemed eligible based on the minimum qualifications for the job.

Tested Positions

- There are some positions that require the applicants to be tested. After the posting is closed, applicants who meet or exceed the minimum qualifications of the position are scheduled for testing. A list is created based on the results of the test. Veterans meeting the veterans' preference criteria as defined by Florida Statute are given preference.
- For non-tested positions, the hiring departments select qualified applicants who meet the minimum qualifications of the posted position for interviews. Eligible veterans are given preference at each step of the hiring process.

Interviews

- County Procedure 481 has been established to conduct panel interviews for non-tested positions (Attachment 2). HR recommends interview panels include subject matter experts that are ethnically and gender balanced.

Honorable Chairman Esteban Bovo, Jr.
and Members, Finance Committee
Page 3

- All applicants interviewed are asked the same series of questions. Results of the interviews are recorded and scored.
- HR confirms the selected applicants meet the minimum qualifications for the job. The hiring department is responsible for evaluating the authenticity of the qualification documents.
- The department's hiring authority is responsible for the final selection decision after proper consideration and evaluation of qualified applicants for the position and the recommendation of the interview panel.

Should you have any questions, please contact Mr. Edward Marquez, Deputy Mayor at (305) 375-1451.

Attachments

c: Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Arleene Cuellar, Director, Human Resources Department
Virginia Washington, Division Director, Human Resources
Charles Anderson, Commission Auditor

Administrative OrderThe logo for Miami-Dade County, featuring the text "MIAMI-DADE" in a bold, sans-serif font. The text is positioned to the left of a stylized graphic element that resembles a thick, curved line or a partial circle, with a dark grey fill and a white outline.**Administrative Order No.:** 7-21**Title:** Personnel Policy for Centralized Employment Services**Ordered:** 11/5/1998**Effective:** 11/15/1998**AUTHORITY:**

Section 4.02 of the Miami-Dade County Home Rule Amendment and Charter and Section 2-26 of the Code of Miami-Dade County .

SUPERSEDES:

This administrative order supersedes Administrative Order 7-21, ordered and effective July 17, 1979.

POLICY:

The policy of Miami-Dade County is to employ qualified persons and to provide uniform hiring procedures Countywide that ensure a fair and merit-oriented personnel system that also enables the County to fulfill its operational objectives. In addition, the system is designed to aid affirmative action efforts and provide equitable promotional opportunities to employees. This policy shall be consistent with the Equal Employment Opportunity policy as established in Administrative Order 7-6 and the Affirmative Action policy set forth in Ordinance 77-2.

RESPONSIBILITY:

The Employee Relations Department shall be responsible for the administration of a centralized recruitment, screening and referral service for all County employment activities to ensure that all qualified candidates have an opportunity to be considered for employment and to maintain equitable and valid employment practices. All departments are required to fully utilize the centralized employment referral service.

COVERAGE:

All full-time classified and exempt positions up to and including the department director level will be included in this administrative order.

PROCEDURE:

The centralized employment referral service will be governed by the following procedure:

(1) PERSONNEL REQUISITION

County departments that have an existing vacant position will review the classification specification and prospective job duties and initiate a Personnel Requisition for approval by the Office of Management and Budget and the Employee Relations Department. The proposed qualifications in terms of education and experience will comply with those established for the job classification by the Employee Relations Department.

(2) EQUAL OPPORTUNITY EMPLOYMENT/AFFIRMATIVE ACTION POLICIES

All County departments and agencies are responsible for ensuring compliance with all applicable laws and regulations concerning equal opportunity employment practices and for conducting all recruitment activities in a non-discriminatory manner. Any employment or selection process that deviates from routine procedure utilized by a hiring department must be reviewed by the County's Office of Fair Employment Practices to ensure non-discriminatory employment practices. Questions regarding non-discriminatory employment practices should be directed to the County's Office of Fair Employment Practices.

The County's Office of Fair Employment Practices shall monitor such procedures to ensure compliance with County policy and shall require departments to submit periodic reports, as deemed necessary.

Hiring departments shall further be held responsible for complying with all approved departmental affirmative action plans aimed at addressing minority and female underutilization in specific occupational categories. Hiring departments shall review these plans and evaluate appropriate special recruitment efforts prior to conducting a centralized recruitment process to fill department vacancies. This may include, but is not limited to, special recruitment efforts for targeted minority or female populations wherein an underutilization exists.

(3) CLASSIFICATION ACTION

Departments must submit to the Compensation Section of the Personnel Services Division a Request for Classification Action Form for new positions, positions not previously reviewed, or positions whose duties have been altered. The Compensation Section will classify the position, assign or approve an occupational title, establish a salary range, and determine qualifications.

(4) NECESSARY APPROVALS

Recruitment action will only be initiated for Personnel Requisitions approved by the Office of Management and Budget and the Compensation Section. The Recruitment Section of the Personnel Services Division will consult with the requesting department to determine the recruitment method and

appropriately publicize the vacant position.

(5) SCREENING OF APPLICANTS

Applicants will be screened based on the appropriate recruitment methodology as determined by the Employee Relations Department. This may include, but is not limited to, written examination, performance test, assessment center, job simulation, structured interview, or any combination of these as determined appropriate by the Employee Relations Department Director and the concerned hiring department.

(6) ELIGIBILITY

The Employee Relations Department will be responsible for certifying the qualifications of any applicant to be appointed to a position.

(7) CREDENTIALS VERIFICATION

The Employee Relations Department will establish the minimum qualifications for all positions and will be responsible for ensuring that applicants who have been selected for appointment have submitted all required employment documentation, including proof of education and any other required licenses or certifications.

The hiring department shall be responsible for evaluating the authenticity of all required employment documents and employment claims made with regard to the applicant selected for employment as it deems necessary.

(8) SELECTION

The hiring department's appointing authority shall be responsible for the final selection decision after proper consideration and evaluation of qualified applicants for the position. The hiring department shall also be responsible for ensuring that the selection process is conducted in a non-discriminatory manner without regard to race, ethnicity, gender, national origin, disability, familial status or religious affiliation and that the selection decision is based upon an appropriate assessment of the relative merit and fitness of qualified candidates for the position as it relates to the requirements of the position.

(9) ELIGIBLE LISTS

A list with an entry indicating the selected candidate for eligible list referrals will be returned to the Recruitment Section, Personnel Services Division, at the completion of the recruitment process and coded accordingly. For tested positions, a list with an entry indicating action taken on each candidate will be returned to the Testing and Validation Section, Personnel Services Division.

(10) JUSTIFICATION FOR ALTERNATIVE RECRUITMENT

In the event the department is unable to select a qualified candidate from the centralized employment referral services, a justification must be submitted to the Personnel Services Division Director for alternative recruitment efforts. This justification should demonstrate how the initial recruitment failed to

produce an appropriately qualified candidate.

(11) RECRUITMENT AGREEMENTS

The Employee Relations Department may delegate some recruitment responsibilities to a hiring department when unique recruitment needs have been mutually recognized. The hiring department will enter into a formal written agreement with the Employee Relations Department outlining the recruitment terms. However, the responsibility for establishing minimum qualification standards, final eligibility determination, and basic recruitment methodology will remain with the Employee Relations Department and is not transferable.

(12) CENTRALIZED EMPLOYMENT SERVICES (CES) WAIVERS

The County Manager may establish a special employment selection process for specific positions waiving the Centralized Employment Services process. This process will be limited to extraordinary circumstances and will ensure that those applicants meet the minimum qualifications for a position. Centralized Employment Services (CES) Waiver requests must be properly documented and approved by the County Manager.

This administrative order is hereby submitted to the Board of County Commissioners of Miami-Dade County, Florida.

M. R. Stierheim

County Manager

Procedure Number: 481
Effective Date: 01/14

EMPLOYEE RECRUITMENT

SUMMARY

This procedure explains the process to fill vacant non-tested positions.

The Recruitment and Internal Placement Section will work with departments to develop a strategic recruitment plan to maximize recruitment efforts and generate the best pool of qualified applicants.

PROCEDURE

1. Initiate, via the eJobs system, a job opening request which will be submitted to the Office of Management and Budget (OMB) and subsequently Human Resources (HR) Department for approval.
2. Vacant positions may be filled in any of the following ways:
 - a. Recall: The HR Internal Placement Unit will be notified electronically of job opening requests for which there is a Recall List. Personnel on the Recall List will be referred in layoff retention score rank order for placement in the available vacancies as prescribed in the Miami-Dade County Layoff Procedures Manual.
 - b. Position Advertisement: Positions may be advertised internally or to the general public on Miami-Dade County's eJobs website and also may be publicized in local periodicals, professional publications and other websites. Qualified individuals applying to the position while advertised will be considered for the position. Other applicants in the eJobs database may be added to the recruitment *either during or after* the recruitment advertisement period.
 - c. Search of eJobs database: The applicant database may be searched at anytime to identify applicants who possess the desired qualifications for a position opening that has not been advertised. Applicants generated from previous recruitment efforts may be linked to the new job opening.
3. Prior to conducting interviews for a specific recruitment, the Departmental Personnel Representative (DPR) must print a finalized applicant list report for the job opening and retain it in the recruitment file. This will provide a record of all applicants who were evaluated for a particular vacancy during the recruitment/selection process. This record is required for auditing purposes in the event of any challenges to the selection process, such as, but not limited to, Veterans' Preference or Equal Employment Opportunity claims.
4. It is imperative that a competitive selection process is conducted. An interview panel, appointed for the specific recruitment, will convene to interview selected candidates for the position. No applicant shall be appointed to a position without having participated in the interview process.
5. County management may request the services of an executive search firm when a position is deemed to be highly specialized or difficult to fill. Human Resources will coordinate this process to ensure the proper documentation of the recruitment process and the inclusion of the relevant candidates in the recruitment database.
6. The Mayor may establish a special employment selection process for specific positions waiving the Centralized Employment Services (CES) process. This process requires that applicants

Procedure Number: 481
Effective Date: 01/14

meet the minimum qualifications for the position. CES Waiver requests must be properly documented, reviewed and approved by the Mayor.

CONTACT(S):

Department/Division

Human Resources Department, Recruitment, Testing and Career Development Division

REFERENCE DOCUMENT(S):

Administrative Order 7-21, Personnel Policy for Centralized Employment Services

Layoff Procedure – Miami-Dade County Procedures Manual

Structured Interview Procedure – Miami-Dade County Procedures Manual