

HIRING AND SELECTION GUIDELINES **Adopted May 23, 2012**

In all internal and external recruitment and selection practices, the CHA makes every effort to ensure equal employment opportunity to all individuals and abides by the EEO/AA Plan and non-discrimination provisions of all applicable federal, state, and local laws.

As a supervisor, general procedures outlined below have been identified to assist you as you promote, hire or fill vacancies within the Chelsea Housing Authority.

PRE-RECRUITMENT PROCEDURES

Pre-recruitment procedures must be followed when filling a newly created vacancy, contract renewal, or acting position created by the following circumstances:

- Resignation
- Retirement
- Termination
- Leave of Absence
- Promotion / Transfer

The supervisor responsible for the hiring process must complete a **Position Justification Memo (PJM) and a Job Description** (if applicable). These forms must be then forwarded to the Deputy Director for review.

Position Justification Memo (PJM)

A PJM is required in order to justify the need to fill the position. It should be addressed to the Executive Director and detail the following:

- A. What is the need for the position? (newly created, contract extension, vacancy)
- B. When was the position vacated and why?
- C. What are the general responsibilities required of the employee on a day to day basis?
- D. What is the impact on the department if it is not filled?
- E. When does the position need to be filled?

Job Description

A job description is required for all newly created positions only.

RECRUITMENT METHODS AND PROCEDURES

If recruitment is required, Human Resources, in consultation with the Hiring Manager, may choose from the following recruitment methods:

- CHA Posting
- Classified Advertisements
- Internet
- Outside Agency

- Schools or colleges
- Job Fairs

CHA Posting

The majority of positions will be posted for at least ten (10) business days at designated posting locations throughout the Authority. However, under the Senior Management Plan posting is at the discretion of the Executive Director.

Classified Advertisements

The Hiring Manager must provide the Deputy Director with a written advertisement, based on the existing job posting and/or job description. The advertisement will be placed in local Chelsea papers and on Mass NAHRO.

Outside Employment Agencies

Outside employment agencies may be used in certain circumstances, specifically when traditional recruitment methods prove particularly challenging due to the need for candidates with unique and/or specialized skills.

Schools and/or Colleges

When traditional recruiting is unsuccessful or there is a particular need a Hiring Manager may opt for a particular outreach to a local school or college.

APPLICATION PROCEDURES

All individuals who wish to be considered for employment by the CHA must complete an Application for Employment, available in the Administration Office. Resumes will be accepted in lieu of the completion of this form; however upon hire, an Application for Employment must be completed for the employee's Personnel File. Individuals should keep in mind that the CHA requires accurate, truthful and complete answers to the questions included on the Application for Employment.

Applications for Employment and resumes for all positions are received in the Administration Office throughout the course of the posting period. Once the posting date has closed, a list of all applicants is compiled. Acknowledgement letters are sent to all applicants stating that if their qualifications match our needs, they will be contacted for an interview within thirty (30) days, and that their application will be kept active for a period of ninety (90) days.

SCREENING AND SELECTION PROCEDURES

Within two (2) days of the closing date of the job posting, a folder will be prepared and sent to the Hiring Manager with the following contents:

- Screening and Selection Procedures Memo
- Alphabetical List of all applicants
- Copy of job posting
- All applications/resumes
- Benefit Information sheet pertaining to the position
- Interview Guidelines
- Hiring and Selection Guidelines
- Employment Reference Check Release Form
- Three (3) Employment Reference Check Forms
- CORI Check Release Form (only if applicable)
- Interview Grading Sheet (if applicable)

Once the Hiring Manager receives the folder, he/she should do the following:

1. Carefully review all resumes/applications. Selection of the candidates to be interviewed should be based on careful comparison of applications/resumes with the qualifications listed in the job posting. The reviewer should give particular attention to current CHA employees, tenants, and applicants covered by EEO/Affirmative Action Plan. (Current CHA employees and residents will be highlighted on the list of applicants included in the folder.) **All CHA employees who meet the minimum qualifications of the position shall be interviewed.**
2. Prepare a list of questions for the interview. These questions should be job-related and should not be irrelevant or discriminatory (refer to the Interview Guidelines included in packet).

The Interview Process

It is strongly recommended that the interview be conducted with more than one person in order to obtain a consensus of opinion.

After the interviews have been completed, the Hiring Manager will prepare a memo to the Executive Director recommending the names of up to three candidates for consideration of appointment to the position, along with a complete list of all applicants interviewed.

Employment Reference Release Form

Before a job offer is extended, the Hiring Manager conducts reference checks on the recommended candidates and confirms the salary with Deputy Director. The Hiring Manager must obtain from these final applicants signed CHA Employment Reference Check Release forms. The Hiring Manager should then conduct at least three reference checks for each of the final candidates, using the forms provided. The following materials should be forwarded along to the Executive Director in the completed folder:

- Memo detailing who was interviewed and listing up to three top candidates for consideration (see Interview Process)
- Signed Employment Reference Check Release form
- Three completed Employment Reference Check Forms

- CORI Release Form (only if applicable)

CORI

Once the conditional offer of employment is made to the successful applicant, if a CORI check is required, it will be processed through the Criminal Systems Histories Board (CSHB). A CORI Release Form must accompany the package. Hiring Manager will be contacted by the Deputy Director once the CORI results are returned to confirm all viable candidates for employment consideration. (Please refer to the CHA CORI Policy for details on the determination of viable candidates for employment.)

DRUG AND ALCOHOL TEST

Once the conditional offer of employment is made to the successful applicant, if a drug and alcohol screening test is required for the position, the employee will be sent to the CHA's medical vendor at its expense.

Job Offer

No job offer may be made until the results of the employment reference checks are reviewed and approved by Human Resources. Human Resources will generate a letter to the candidate selected.