

Recruitment and Selection

(HC37)

POLICY STATEMENT

The New Orleans Regional Transit Authority (RTA) recruits, selects, hires and promotes qualified individuals in accordance with sound human resources practices without regard to race, color, creed, ancestry, national origin, gender, gender identity, gender expression, sexual orientation, religion, age, veteran status or disability.

PURPOSE

The purpose of this policy is to:

- Ensure a capable, talented and committed workforce;
- Encourage employee development and promotion from within; and
- Ensure rapid, responsive, customer-focused recruitment and selection for all vacancies.

APPLICATION

This policy and its procedures apply to filling all non-represented vacancies. This policy applies to all employees who work for RTA. If a conflict occurs between this policy and a Collective Bargaining Agreement (CBA), the CBA will prevail.

ADOPTED BY:

The RTA Board of Commissioners on XX/XX/2021, Resolution XX-XXX

APPROVED BY:

Alex Z. Wiggins
Chief Executive Officer

Effective Date: X/XX/2021
Date of Last Review: X/XX/2021

1.0 PROCEDURES

These procedures are followed when filling non-represented positions.

1.1 Requisition Process

The hiring authority must complete and submit an electronic Employment Requisition/Request Form in Human Capital's Applicant Tracking Module for budgeted vacancies. Once approved by the hiring authorities in the approval hierarchy, the Chief Human Resources Officer, Human Capital will verify and approve the requisition/request.

If filling a temporary position, the hiring authority completes a Request to Hire or Extend Assignment of Temporary Employee form (Attachment1) and submits it to the Talent Acquisition Coordinator in Human Capital.

1.2 Recruitment Process

1.2.1 Recruitment & Selection Plan

If an active Qualified Candidate Pool (QCP) does not exist for the position(s) being filled, the hiring authority meets with the designated Talent Acquisition Coordinator to develop a Recruitment and Selection Plan, including considerations of Equal Opportunity hiring goals as required, and:

- Review and sign Confidentiality Statement (Attachment 2)
- Review current job description

If an active QCP exists, and candidate(s) who meet the Ideal Candidate Profile (ICP) for the vacant position are identified, a recruitment process will typically not be initiated. The final decision in this matter is at the discretion of the Chief Human Resources Officer, Human Capital.

1.2.2 Waiver of Minimum Qualifications

In unique circumstances, Talent Acquisition may waive positional minimum qualifications for a specific recruitment. The hiring department must provide a Waiver of Minimum Qualifications form (Attachment 3) with a written justification to the Chief Human Resources Officer, Human Capital as to why the minimum qualifications should be waived. The justification will be reviewed on a case-by-case basis, with no guarantee of approval. Factors that may result in a waiver include:

- difficulty in filling the position;

- significance of the changes requested;
- ability to substitute equivalent attributes (e.g., education for experience, experience for education, specialized certifications, demonstrated capability); or
- other factors that would indicate an applicant would be the most qualified with the ability to successfully complete the required job duties.

1.2.3 Posting Job Bulletins

Internal recruitment bulletins are posted for a minimum of five (5) days; they are limited to active regular RTA employees, and current temporary employees with at least six (6) months of continuous RTA employment.

External recruitment bulletins are posted for a minimum of ten (10) days; they are open to all active RTA employees and the public.

A continuous filing period may be utilized for those positions that are considered hard-to-fill or where there is predictable turnover. The use of a continuous filing period is at the discretion of the Chief Human Resources Officer, Human Capital.

1.2.4 Application for Employment

Applications for employment should be completed and submitted online through the Human Capital's application module by 5:00 p.m. on the closing date of the recruitment.

Regular employees may apply for internal postings during their initial probationary period, but will not be certified to the hiring department for an interview until they have successfully completed the initial probationary period. Under exceptional circumstances, the Chief Human Resources Officer, Human Capital or his/her designee, may authorize certification of a probationary employee.

1.3 Screening Process

1.3.1 Application Screening

The Talent Acquisition Coordinator and/or hiring department representative will review and screen each application to determine who meets the minimum qualifications, as noted on the published job bulletin. Only the candidates determined as most qualified will be invited to participate in the competitive selection process. Eligibility of applicants with misdemeanor or felony convictions will be evaluated on a case-by-case basis.

1.3.2 Candidate Pool

A minimum of three (3) qualified candidates will be identified to participate in the selection process for an open position. If the candidate pool has fewer than three (3)

qualified candidates, and the hiring department wishes to proceed with the selection process, then the hiring department chief may request permission from Talent Acquisition to conduct the selection process with fewer than three (3) qualified candidates. If the hiring department manager does not wish to proceed with less than three (3) candidates, the Talent Acquisition Coordinator will proceed with a new recruitment after a review of all recruiting sources.

1.4 Selection Process

1.4.1 Test Development

The Talent Acquisition Coordinator, in consultation with the hiring representative who will serve as a subject matter expert, will determine the selection process components. The Talent Acquisition Coordinator will ensure compliance with RTA policy, federal and state equal employment opportunity and labor laws, and the federal guidelines on employee selection. The process may consist of, but not be limited to, any combination of the following:

- Standard and supplemental application information;
- Written, multiple choice, essay, performance, and/or physical agility tests; and
- Appraisal/hiring Interviews

The selection process will be competitive, objective, related to the job criteria and based on the knowledge, skills, and abilities required for the position.

1.4.2 Qualified Candidate Pool (QCP)

A candidate who passes the selection process for a given classification will be placed in the QCP. He/she will be eligible for consideration and does not have to reapply or retest for a period of 18 months from their original qualification date.

Once in the QCP, candidates whose qualifications most closely meet the department's ICP for a given vacancy will be certified to the hiring authority for a final hiring interview. If it is necessary to add candidates to the QCP during the 12-month period, the position may be reposted at the discretion of the Chief Human Resources Officer, Human Capital. Candidates in the existing pool will be merged into the new pool but will retain their original expiration dates.

Hiring departments will also interview transfer candidates who meet the ICP for a specific vacancy in addition to candidates from the QCP.

1.5 Equal Employment Opportunity and Employee Code of Conduct Review

RTA is an Equal Opportunity Employer. Hiring decisions should be made in accordance with the procedures established to meet the agency's commitment to equal employment opportunity and affirmative action. [Refer to the Equal Employment Opportunity Policy (HC4)].

Chiefs considering hiring someone who has been an RTA employee within the past year as a consultant or contractor should review RTA's Employee Code of Conduct; Chiefs considering hiring someone who has been employed by an RTA contractor within the last year should review RTA's Employee Code of Conduct.

1.6 Reference Checks and Record Reviews

Contingent upon employment offer, the Talent Acquisition department and/or hiring authority will conduct reference and records checks on the selected candidate, according to Talent Acquisition guidelines.

Contingent upon employment offer, the drug and alcohol testing of candidates for safety sensitive positions will be investigated. Internal checks will also be performed for all individuals who were previously employed or applied for employment at RTA. Candidates with a prior, positive drug and/or alcohol test will be considered on a case-by-case basis; the final hiring decision will be made on the merit of each case.

Contingent upon employment offer, the Human Capital department and/or hiring authority will conduct a background investigation on both external hires and internal hires depending on what department the employee is promoted.

If, at any time, it is discovered that an application has been falsified, the applicant will be automatically disqualified. If an employee is found to have falsified an application, disciplinary action may be taken, up to, and including termination in accordance with the Progressive Discipline (HC25) policy.

1.7 Employment Offer

All job offers and relocation packages will be evaluated by the Chief Human Resources Officer, Human Capital, or his/her designee to ensure consistency with RTA Human Resources policies, Chief Executive Officer (CEO) directives and approved compensation practices.

Once the compensation package is approved by the hiring and Talent Acquisition departments, the Talent Acquisition Coordinator will extend the job offer by phone or

email. Once accepted, a written offer will be emailed to the candidate. [Refer to the Compensation (HC35) policy.]

All job offers are contingent upon the candidate's successful completion of the pre-employment process. All employees must provide and maintain valid proof of eligibility to work in the United States, throughout their employment at RTA. Candidates for safety sensitive positions may not begin working in such positions unless they pass the alcohol and drug tests, as required by federal regulations and RTA policy. (Refer to the Drug and Alcohol Free Work Environment (SAF1) policy.)

1.8 H-1B Visa Sponsorship

RTA strives to find the best candidates for its job postings. In rare circumstances, if no viable candidate can be found domestically after a reasonable search, RTA may conduct an international search sponsor a foreign candidate for an H-1B visa. In addition to any requirements for H-1B visas mandated by the U.S. Citizen & Immigration Services (USCIS), RTA will only consider sponsorship in any of the following circumstances:

- The vacancy must be for a highly specialized need;
- The vacancy must have been designated as hard-to-fill; and
- The recruitment must have gone through an extensive recruitment (e.g. Use of a Search Firm, etc.).

1.8.1 Sponsorship Fees

RTA will pay for filing fees and related costs in sponsoring an H-1B visa. The employee will be responsible for all fees/costs not directly related to his/her employment, such as visa or legal fees for the employee's dependents.

1.8.2 Term of Employment

Sponsored employees will be considered Project Employees for the duration of their employment. They may work up to an initial three-year term with the possibility of an extension up to an additional three years, for a maximum of six years total, as allowed by the USCIS. Employees will be reminded 180 days prior to their visa's expiration date.

RTA cannot extend the employee's sponsorship beyond the USCIS maximum and will not sponsor an employee for permanent residence status.

1.9 Appointments

1.9.1 Direct Appointment

The Board of Commissioners may appoint individuals to positions that directly report to them. The CEO may directly appoint individuals from within or outside RTA, without a selection process.

If an employee is removed from the position to which they were directly appointed, the employee must secure another RTA position in accordance with Sections 1.2, 1.3, and 1.4 of this policy to retain employment with RTA.

1.9.2 Interim Appointment

Interim appointments to budgeted positions may be made to fill short-term vacancies of 30 days or more using the Interim Appointment Form (Attachment 5). Interim appointments should be kept to a minimum and may not exceed 960 hours in any rolling 12-month period.

A person selected to fill an interim appointment must meet the minimum qualifications of the position. If a hiring department has a need to appoint someone to a position on an interim basis in an emergency, and the person does not meet the minimum qualifications of the classification, the Chief Human Resources Officer, Human Capital may grant approval for such appointment while a recruitment to fill the regular position is conducted. The appointed candidate will be notified that he/she does not meet the minimum qualifications for the position and may not compete in the selection process. Any person selected to fill an interim position may be subsequently selected for the regular position subject to the normal procedures for filling regular vacancies specified in Section 1.4.2.

1.9.3 Underfill Appointments

Underfill appointments are appointments using lower-level classifications to fill vacant, budgeted, higher-level positions for either training or administrative purposes.

- **Trainee Underfill Appointment**

A trainee underfill appointment may be an appropriate means of filling "hard to recruit" positions, furthering employee development and achieving diversity goals. Such appointments provide an opportunity for underfill appointees to acquire the minimum qualifications for the budgeted classification and qualify for promotion to the budgeted classification. To be eligible for a trainee

underfill appointment, the appointee must have been selected as a result of a competitive process for the underfill appointment.

- **Administrative Underfill Appointment**

An administrative underfill appointment is when an employee in a lower-level position temporarily fills a vacant budgeted higher-level position, pending either a selection process for the higher-level position or a revision to the budgeted position. The administrative underfill appointee performs only the duties of his/her lower-level position. An administrative underfill does not qualify the incumbent for the higher-level budgeted classification. An administrative underfill appointment shall not exceed twelve (12) months.

2.0 DEFINITION OF TERMS

Administrative Underfill – An appointment made using an employee in a lower-level position to temporarily fill a vacant budgeted higher-level position for administrative purposes. The administrative underfill appointee performs only the duties of his/her lower-level position. Such appointments require the approval of the Chief Human Resources Officer, Human Capital or his/her designee.

Applicant – An individual who submits an RTA application in response to an internal job posting or an external advertisement by the Talent Acquisition department, a recruiting firm, or other sources.

Candidate Pool – Applicants who meet the minimum qualifications for a designated job and who have been invited to participate in the selection process based on their employment application.

Continuous Filing Period – A recruitment process initiated for a given classification whose application filing period is "Open" until sufficient numbers of qualified applications are received.

Department Representative – An employee assigned by the hiring authority to participate in the recruitment process as a subject matter expert. The assigned employee must hold a position at the same level or higher than the vacancy to be filled.

Equal Opportunity Hiring Goals – RTA employment goals intended to ensure minority and female representation consistent with market availability.

Extensive Recruitment – Involves a beyond normal recruitment process which could include the use of an outside recruitment firm, and similar.

Hard-to-Fill Positions – Difficulty on the availability and quality of candidates possessing the competencies required for the position within the local market, including the success of recent efforts to recruit candidates for similar positions using indicators such as offer acceptance rates, the proportion of positions filled, and the length of time required to fill the position.

Hiring Authority – An RTA employee with authorization from his/her Department Head or Executive Officer to initiate the request for recruitment and to select the final candidate.

Hiring Department – The RTA department that submits a requisition to the Talent Acquisition department to fill a vacant position, which is within its jurisdiction and funded under one of its cost centers.

Ideal Candidate Profile (ICP) – Outlines the desired education, training, skills, abilities, and experience for a specific position as defined by the hiring department.

Job Description – Defines job requirements, qualifications and duties, and reflects the knowledge, skills, abilities and experience needed to perform the job.

Qualified Candidate Pool (QCP) – A group of candidates who successfully completed the selection process for a specific classification from which vacancies are filled.

Recruitment and Selection Plan – Outlines the recruitment plan and the selection process with key milestones and target dates for completing the selection. The Talent Acquisition Coordinator and the hiring authority or designee develops the Plan jointly.

Regular Employee – An employee who occupies a budgeted full-time or part-time position and who is entitled to full or partial benefits.

Rehire – An employee who separates from RTA (e.g., retires, resigns, or is terminated), receives a cash-out from existing accrued leave banks (TOWP, vacation, etc.), has a break in service or waives his/her right to immediately retire.

Safety Sensitive Employees – Those employees who are engaged in certain specific functions defined by 49 CFR Part 40 and Part 655 and under the Drug and Alcohol-Free Work Environment (SAF1) policy as safety sensitive; such employees are in job classes

such: as armed security officers, bus operators and workers who perform maintenance on and maneuver revenue-generating mass transit equipment.

Supplemental Application – A customized Supplemental Application, requested from all applicants for certain recruitments to obtain specific information about skills, abilities, prior job performance and experience. A Supplemental Application may include writing or portfolio samples, responses to questions or a portfolio review.

Trainee Underfill – An appointment made using an employee who has completed a competitive selection process for appointment to a vacant higher-level position for training purposes. Such appointments require the approval of the Chief Human Resources Officer, Human Capital or designee.

Waiver of Minimum Qualifications – A request by the hiring department to substitute equivalent attributes for or waive positional minimum qualifications.

3.0 RESPONSIBILITIES

Hiring Authority makes the final selection of a candidate and adheres to recruitment and selection procedures.

Chief Human Resources Officer, Human Capital ensures that all recruitment and selection policies and procedures are fair, objective and in accordance with applicable laws and regulations.

Deputy Chief Human Resources/Employee Relations, Talent Acquisition ensures that all recruitment and selection policies and procedures are fair, objective and in accordance with applicable laws and regulations; and will review and make the final decision on all waiver requests.

Equal Employment Opportunity (EEO) Coordinator monitors the recruitment and selection process to ensure compliance with EEO regulations and Affirmative Action goals and ensures non-discrimination in employment opportunities and working conditions.

Talent Acquisition Coordinators are internal consultants to the hiring authority and responsible for developing and conducting objective recruitment and selection processes to fill vacancies in compliance with applicable employment laws, regulations, and RTA Human Resources policies and procedures.

4.0 FLOWCHART

N/A

5.0 REFERENCES

- Employment Status (HC34)
- Compensation (HC35)
- Progressive Discipline (HC25)
- Drug and Alcohol Free Work Environment (SAF1)
- Transfer (HC33)
- Employee Code of Conduct

6.0 ATTACHMENTS

1. Request to Hire or Extend Assignment of Temporary Employee Form
2. Confidentiality Statement Form
3. Waiver of Minimum Qualifications
4. Transfer Request Form
5. Interim Appointment Form

7.0 PROCEDURE HISTORY

N/A

8.0 SPONSOR DEPARTMENT

Human Capital