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| Recruitment and Selection | **Last Revision:** | April 2019 |
| **Last Reviewed:** | April 2020 |
| **Applies to the following THA Group of Companies:** | * THA Services, Inc. * Island Health Care * Island Hospice * Independent Life at Home * RightHealth® * Palliation Choices |
| **Included in the following THA Manual:** | Administrative Policy and Procedure Manual  Ta Talent Management |

### PURPOSE

THA Group is committed to hiring the best qualified candidates at the right time and place without regard to race, gender, age, national origin, religion, veteran status, marital status, sexual orientation, disability, or any other protected class. The recruitment, selection and pre-employment screening process outlined herein are in place to ensure that all newly hired employees are given a position that meets a consistent qualification and selection criteria necessary for long-term success in the position.

# POLICY

Position Control is critical to ensuring THA Group is appropriately staffed. The position control process uses case load and productivity benchmarks from the National Association for Home Care and Hospice (NAHC) and the Hospital and Healthcare Compensation Service to validate the appropriate number of clinical and field staff. Corporate and administrative staffing levels are also reviewed regularly and may be revised to meet changing workload requirements.

Recruitment activity begins when the Vice President of Talent Management receives approval from the President and CEO. All recruitment activity is approved and coordinated by Talent Management, including internal postings, ad placement, community contacts and web postings.

All leaders are accountable for identifying the staffing needs of their department and the qualifications for each position within their department and getting President and CEO approval.

Talent Management is accountable for obtaining qualified candidates for all open positions and providing all necessary forms to implement policy and procedure. Talent Management also serves as the central intake for all resumes and employment applications as well as ensuring compliance with all applicable laws including Title VII of the Civil Rights Act, the Age Discrimination in Employment Act, and the Americans with Disabilities Act

**PROCEDURE**

**INTERNAL DEFINITIONS**

*Transfer*–Moving an existing employee to a new position, department, or location at the same level within the Organization.

*Promotion*–Moving an existing employee to a new position, department, or location at a higher level within the Organization.

*Demotion*–Moving an existing employee to a new position, department, or location at a lower level within the Organization.

**INTERNAL HIRING PROCEDURE**

THA Group will fill positions by drawing from internal candidates possessing the desired qualifications, and to promote from within whenever possible. Only those employees who have been in their position at least six months are eligible to apply for an internal posting unless otherwise approved by the President & CEO. Internal postings may be done concurrently with external recruiting; however, qualified internal applicants will be given first consideration.

When a position becomes available, the leader to whom that position reports will first decide whether to fill the position from within or from outside the Organization, based on the position’s requirements. This decision is to be reviewed with and approved by the person to whom the leader reports.

If the position is to be filled from within the Organization, the leader of the open position first considers employees within the department and/or a reorganization of the department’s work.

In the event a qualified candidate is not available within the department, the leader consults with the person to whom he/she reports to determine if there is a qualified person within the organization.

If no employees within the organization are qualified for the position, and if the work cannot be reorganized, the leader and the next level leader decide whether to post the position within the Organization and/or obtain candidates from outside the Organization.

**Internal Hiring Process**

Leader has the position approved by the President and CEO and communicates the needs to Talent Management, along with a request for a job posting for internal and/or external candidates.

Talent Management posts the job via electronic company communication to notify existing employees of a position’s availability and obtain qualified internal candidates. The posting includes location, a description of the position, required qualifications, and the date by which applications must be received.

Any eligible and qualified employee may apply for a posted position by completing an application supplied by Talent Management. However, applications will only be considered for the position if the employee:

* Provides evidence that they possess the required qualifications.
* Has been in their current position at least six months.
* Has no current Performance Improvement notifications.
* Has not been excessively absent or late during the past 12 months.
* Has received at least a “Meets Expectation” rating on their last performance appraisal.

Talent Management will make every effort to notify an employee within one week of receiving an application if the employee does not meet the above requirements. Such notice will state which requirement(s) was not met, and that the employee will not be considered for the position unless the employee can provide information to support his/her qualifications.

Applications from employees who apply for the position and possess the required qualifications are forwarded, after the closing date for applying, to the hiring leader.

The leader of the position interviews all qualified applying employees and decides regarding each one.

In the event there are two or more employees with identical qualifications, the leader is encouraged to use length of service with the Organization as a deciding factor.

When the selection has been made, Talent Management notifies the selected candidate and any non-selected but considered candidates.

Talent Management coordinates the date of the employee transfer/promotion and initiates the Payroll Status form and submits the form to Payroll.

**External Hiring Process**

A standardized process is used to ensure all interviews are consistently handled. All applicants are consistently evaluated against the required knowledge, skills and experience for the position as outlined in the job description. This process involves the use of standardized interview guides.

### EXTERNAL DEFINITIONS

**Applicant:** A person who wishes to be considered for employment and completes the forms necessary to participate in the review process for a specific job vacancy.

**Candidate:** An applicant who meets or exceeds the minimum qualifications of a specific job vacancy and is invited to interview for the position.

1. Talent Management will schedule and coordinate all interviews, as well as complete a phone screen, if applicable. Talent Management forwards the resumes of the best qualified applicants to the hiring leader, who makes the final determination regarding invitations to interview.
2. One interview is conducted by the hiring leader and the next level leader for all entry level and clinical positions. A first-round interview is completed by the hiring leader and a second-round interview is conducted by the next level leader for any leader level and above positions.
3. Hiring leaders are responsible for conducting timely, effective interviews of qualified candidates for open positions. Talent Management is available to advise hiring leaders on interview techniques and final candidate selection.
4. Upon the selection of the final candidate, the Hiring Leader, Finance, Talent Management and President and CEO will collaborate to develop an appropriate offer of employment (including position title, compensation, etc.).
5. Talent Management will extend the verbal offer of employment to the candidate selected. Talent Management will prepare a written offer of employment for the candidate.
6. Upon receipt of an offer letter signed by the candidate, Talent Management will initiate a thorough pre-employment screen that includes:

Criminal Records References

(Motor Vehicle Record (MVR)Professional License Verification

Education verification OIG Exclusions

I-9 verification Drug Screen

E-verify Vehicle Registration

Auto Insurance

All offers are contingent upon successful completion of the pre-employment screening. I-9 verification is completed on Day 1 of employment, with the E-verify process to be completed within 3 business days of initial employment, as required by Federal and State law. All other screening processes are completed prior to the first day of employment. Prospective employees cannot report for orientation until these screens have been successfully completed.

**Recruiting and Selection Retention**

All documentation related to recruiting and selection of employees is retained in Talent Management for one year from the creation of the document for non-hires and for the duration of employment for hired employees or 1 year from the date of creation, whichever is later including:

* Job requisitions and postings
* Applicant resumes and screening documentation
* Candidate correspondence
* Interview and selection documentation
* Offer letter(s) and related documentation regarding negotiations and acceptance