



Administrative Regulations

Number AR 8-9
Issue 3

Subject: Management Recruitment and Selection Procedures

I. Purpose

The purpose of this regulation is to provide guidelines and procedures for the recruitment and selection of unclassified management personnel.

II. Scope

This regulation is applicable to appointments of all division and bureau-level management positions in all City departments and offices directly responsible to the City Manager. Recruitment and selection procedures for department heads and City Manager staff positions will be established by the City Manager.

It is also requested that elective offices and other independent offices and departments of the City comply with these procedures in the interest of administrative uniformity.

III. General Procedures

Prior to proceeding with recruitment, the following is required:

A. Personnel Requisition and Certification Form

Approval to begin recruitment shall be obtained through submission and approval of a "Personnel Requisition and Certification" form. The department shall initiate a "Personnel Requisition and Certification" form, attach any pertinent documentation, and forward it to the Budget Office for processing.

1. Budget Office Review

The Budget Office will review the "Personnel Requisition and Certification" form to verify that the position is budgeted and vacant.

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The requisition and recommendations will then be forwarded to the Department of Human Resources.

2. Department of Human Resources Review

The Department of Human Resources will review the "Personnel Requisition and Certification" form, as well as any required documentation. The requisition and recommendations will then be forwarded to the City Manager for review.

3. City Manager Approval

The City Manager will review the requisition and recommendations. Once approved or denied, the documents will be returned to the Department of Human Resources for processing, then returned to the originating department.

B. Salary Placement

Prior approval of the Director of Human Resources is required for new positions and deviations from established salary ranges. The salary range advertised for the position shall be in accordance with the Management Pay Plan.

C. Position Review

Each vacant position shall be reviewed for current duties and minimum requirements prior to preparing the "Management Opportunity Bulletin." The bulletin shall be reviewed and approved by the Department of Human Resources prior to distribution.

D. Applicant Flow Analysis

In planning the recruitment process, informal inquiries shall be carried out to determine the potential applicant flow for each vacancy. An analysis of previous recruitment efforts, equal employment opportunity deficiencies, in-house potential, and time-frame requirements should be included. Caution should be exercised to avoid an impression of "pre-selection" during this, or any other phase of the recruitment process.

E. Direct Appointments

The appointment of an individual to a vacant management position without going through a formal recruitment process is considered a direct appointment.

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Departments must submit a "Personnel Requisition and Certification" form and written justification to the Director of Human Resources when requesting a direct appointment to a vacant position. The memorandum shall state the reasons for the direct appointment and should include information regarding the individual, including his/her background, experience, and an explanation as to why the department should not go through a full recruitment for the position.

Direct appointments may also occur as the result of the City's Management Rotation Program. For permanent appointment, the same process as stated above is followed.

The requisition and the direct appointment memorandum is then forwarded to the City Manager for approval.

F. Acting Appointments

With the prior approval of the City Manager, and a signed appointment letter, a Department may choose a qualified employee for an interim appointment until a permanent selection is made. "Acting" appointees should be aware that such assignments do not guarantee permanent appointments. The salary of the acting appointee shall be determined in consultation with the Director of Human Resources, and must be approved by the City Manager. Normally, the salary for the acting appointee will be at range minimum or a 10% salary increase, whatever is greater.

IV. Recruitment Procedures

A. Recruitment Method(s)

When the department receives the approved "Personnel Requisition and Certification" form signed by the Appointing Authority, the formal recruitment process may begin. The process may include the following method(s):

- ◆ Department-directed recruitment
- ◆ Human Resources-directed recruitment
- ◆ City Manager-directed recruitment
- ◆ Outside recruitment firm or individual

1. In-house Recruitment

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In-house recruitment is used when there are sufficient numbers of qualified in-house candidates to ensure both a competitive list of candidates and a representative applicant flow for equal employment opportunity purposes.

2. Outside Recruitment

Outside recruitment is utilized when an in-house recruitment would not provide a sufficient applicant pool. The recruitment may focus on local, regional, state, or national geographical boundaries.

V. Announcement Procedures

Recruitment periods should be of sufficient length to enable the proper dissemination of the "Management Opportunity Bulletin." A thirty-day period should be considered minimal. The actual length of the recruitment campaign, however, will be determined based on the ability to identify and attract a sufficient number of qualified candidates. Recruitment methods may include a variety of advertising methods, such as newspapers, professional journals, and recruitment journals.

VI. Application Procedures

A. Resume and Supplemental Questionnaire

A professional resume will normally be required as a means of establishing interest in a particular vacancy. Additional information may be solicited through the use of a supplemental questionnaire.

B. Self Identification Form

The hiring Department shall send a "Voluntary Self-Identification" form to all applicants. This form is not to be used in the selection process, but will be separated from the application and used in completing the "Applicant-Flow Summary for Unclassified Position" form. "Voluntary Self-Identification" forms and resumes are to be maintained in accordance with Section VIII-A.

C. Applicant-Flow Summary

Upon completion of the first phase of the formal recruitment process indicated on the "Applicant-Flow Summary for Unclassified Position" as "# of Applications" and "# Accepted" categories on the form, the department shall forward the form to the Equal Employment Opportunity Officer for review to determine if recruitment efforts need to be increased. Approval

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by the Equal Employment Opportunity Officer is required prior to proceeding with the selection process.

If approval is denied, the Equal Employment Opportunity Officer will advise the department of the action required. Upon completion of the required action, the form shall be re-submitted for approval before proceeding. Once the selection process is completed, the "Applicant-Flow Summary for Unclassified Position" form is to be forwarded to the Equal Employment Opportunity Officer for analysis.

D. Minimum Requirements

To receive consideration, applicants must meet the minimum requirements established for management-level positions. An appropriate college degree will normally establish the base requirement.

E. Applicant Screening

1. Paper Screening

Applicants may be reduced to a manageable number by a review and evaluation of resumes and supplemental questionnaires. Criteria directly related to the job shall be used to rate all applicants fairly and consistently. Should this process eliminate a representative applicant group (e.g. females, Asians, etc.), for equal employment opportunity purposes, the Department should re-study the application process or contact the Equal Employment Opportunity Officer for guidance.

2. Assessment Center/Oral Interview Panel

As a further means of evaluating applicants, an assessment center exercise may be employed. Most often, an oral panel is used to objectively appraise the finalists. Care should be taken to select a panel that is representative of the City's labor market. It may include managers from within or outside the City.

3. Final Interview

Final interviews for department heads and City Manager staff will be conducted by the City Manager. Other department heads may be called upon to assist in this process. At the bureau and division levels, a department head will normally conduct final interviews.

4. Notice to Applicants

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During each phase of the selection process, applicants that have been disqualified will be informed in a timely manner of their current status. Such communication should be in writing, giving only that information which is certain. Telephone inquiries by applicants should be discouraged, as not all candidates will receive the same information through this practice.

5. Immigration Act of 1986

Applicants must be informed that the Immigration Act of 1986 requires all new employees to submit verification of identity and authorization to work in the United States at the time of hire.

VII. Appointment Procedures

A. Director of Human Resources Review

1. The Department head shall review his/her selection with the Director of the Department of Human Resources. Prior to this review, the following information shall be provided:

- a. Type of recruitment and selection process utilized.
- b. Full resume and supplemental questionnaire of finalists, if any.
- c. Responses from reference checks and previous employers.
- d. Summary of other finalists in relationship to desired appointee.
- e. "Applicant-Flow Summary for Unclassified Position" form.

2. Salary Placement

Prior to discussions with the selectee, the starting salary and other considerations (moving and automobile allowance, etc.) shall be reviewed with the Director of Human Resources and the City Manager. Except in unusual circumstances, initial placement will usually be below the midpoint of the salary range for the position. No offer of employment above midpoint is authorized unless it has received approval by the Director of Human Resources.

Automobile allowance will be in accordance with current established City policy.

3. Relocation Expenses

Prior to making any commitment to an applicant regarding relocation and moving expenses, the Director of Human Resources

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shall be consulted, with the City Manager making the final decision. An appointment letter must contain the detailed information regarding relocation (specific dollar amounts, moving expenses, temporary relocation expense, etc.), if any, as part of the first year's compensation. (Sample letters are available from the Department of Human Resources).

4. City Manager Review and Approval

Following the review, the Director of Human Resources will forward a recommendation to the City Manager for review and approval.

5. Offer of Employment Letter

When the appointment, starting date, and salary have been approved by the City Manager, the hiring Department shall prepare an "offer of employment letter" for the department head's signature, using guidelines from the Department of Human Resources (See attached sample).

6. Appointment Letter

When the offer of employment has been accepted, an appointment letter should be prepared for the City Manager's signature (see attached sample) and forwarded to the City Manager's office.

7. Physical Examination and Background Check

If the applicant is not a current City employee, he/she shall be advised that an appointment is contingent upon successful completion of a pre-employment physical examination and a background check.

VIII. General Notes

A. Record Keeping

Accurate and detailed record keeping is a vital part of any successful recruitment effort. State and federal laws require that records be maintained for a minimum of two years. With the exception of the "Applicant-Flow Summary for Unclassified Positions," which is forwarded to the Department of Human Resources, departments must retain all recruitment records including formal and informal records such as interview notes.

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B. Pre-selection

To guard against any claim of pre-selection, it is important that the above procedures are followed. Any deviation to these guidelines must receive prior approval from the Department of Human Resources.

IX. Forms

[Management Recruitment and Selection Procedures Checklist](#)
[Voluntary Self-Identification Form](#)
[Applicant Flow Summary for Unclassified Positions](#)
[Sample Offer of Employment Letter](#)
[Sample Appointment Letter](#)
[The City of Long Beach Values](#)

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