

COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES
POLICIES, PROCEDURES, AND
GUIDELINES



NO. 100

DATE: March 30, 2001

RECRUITMENT AND SELECTION PROGRAM ADMINISTRATION

PURPOSE

This Human Resources policy is established to provide uniform policies, procedures, and guidelines to be applied to the administration of the Recruitment and Selection Program including the delegated examining process and to serve as a technical resource for the County human resources staff involved in recruitment and selection operational activities.

SCOPE

This policy applies to all civil service examinations planned, developed, and conducted by recruitment and selection staff in the Department of Human Resources (DHR) and line departments.

POLICY

It is the policy of Los Angeles County that the development, administration, and maintenance of the Recruitment and Selection Program must be in full compliance with merit system standards, Equal Employment Opportunity (EEO) standards, Civil Service Rules (CSR), State and Federal laws related to employment, Federal Uniform Guidelines on Employee Selection Procedures (UGESP), and DHR standards and guidelines.


Department of Human Resources Approval

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The Department of Human Resources has the responsibility for the administration of the Los Angeles County's Recruitment and Selection Program including the establishment of goals, objectives, and standards as well as the development and implementation of policies, procedures, and guidelines related to the operation of the Program. Since 1986, line departments have played a major role as a result of delegated authority of certain recruitment and selection operational activities given by the Director of Personnel (CSR 3.03). Both DHR and line departments develop, validate, and administer examinations; however, DHR's focus is on administration of Countywide examinations although staff will conduct examinations for line departments on an as needed basis. DHR also provides technical guidance, training, and support to line departments on all recruitment and selection matters.

A. Purpose of Delegated Examination Program

The Delegated Examination Program serves as a valuable management tool. The Program:

- Facilitates the active involvement of line departments in the recruitment and selection process.
- Enhances management's ability and flexibility to establish and meet their priority recruitment and selection needs.
- Provides for more direct, timely, and cost-effective recruitment.
- Increases line departments' accountability in managing their own recruitment and selection operational activities.

B. Legal Basis for Recruitment and Selection

The legal basis for recruitment and selection is established in the County Charter, Article IX, and the Civil Service Rules. In addition to specific County provisions, recruitment and selection operations must comply with Federal and State regulations related to these matters. See Attachment.

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Merit System Standards

In general, examinations should be developed and administered in the spirit of merit system hiring and promotional practices as expressed in the following:

- 1) **An examination shall be competitive.** That is, a reasonable and appropriate effort is made to recruit qualified candidates. An examination shall be deemed to be competitive when applicants are tested and grouped as to their relative qualifications and abilities, or when a single applicant is scored against a fixed standard. All appointments to the positions in the classified service shall be made from the highest ranking group except when the highest ranking group does not include at least five persons who are available for appointment; the appointment may then be made from the next highest group or combination of groups to include at least five persons (CSR 7.04, 11.01E).
- 2) **An examination to be impartial.** All examinations shall be fair and impartial. That is, all candidates have equal opportunity to demonstrate their qualifications under the same conditions according to the same standards. No candidate shall be discriminated against in employment or opportunity for employment based upon race, color, religion, sex, physical disability, medical condition, marital status, age, national origin or citizenship, ancestry, political opinions or affiliation, organizational membership or affiliation, or other non-merit factors, any of which are not substantially related to successful performance of the duties of the position. Additionally, no candidate shall receive special advantages or disadvantages in the way the examination is designed, administered, or scored (CSR 7.25 and 25.01 and UGESP, Sec11).
- 3) **An examination shall be job-related.** That is, competitive examinations shall consist of one or more parts designed to assess factors that are indicative of success on the job and do not assess factors that are irrelevant to job success (CSR 7.07, 25.01).

C. Policy Statements and Program Standards

All departments must adhere to DHR examination performance standards and guidelines which have been developed to ensure systematic compliance with CSR,

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Merit System Standards, UGESP, and State and Federal laws related to employment. However, every examination situation is somewhat unique and every examination requires some judgment on how professionalism and thoroughness are balanced with economy and expediency. Line departments are responsible for meeting the requirements specified in these standards, even when a department receives contracted assistance in any of its examinations.

The examination standards are as follows:

- Examinations should be developed, monitored, and controlled by staff who have received technical training on proper examining methodologies and techniques.
- Staff performing duties of job analysis, examination planning, examination validation, and examination process supervision should be trained in the following areas:
 - Basic examination processing, bulletin information preparation, recruitment, and test administration operational activities.
 - Job analysis and examination development and planning.
 - Development and use of assessment methods.
 - Test validity and reliability concepts.
 - Basic examination statistics.
 - Examination security.
- Staff performing the duties of examination scheduling, application evaluation, test administration, and test processing should be trained in the following areas:
 - Application processing.
 - Test processing and record keeping requirements and procedures.
 - Examination security.
 - Test administration including proctoring, scoring, and raw score transformation procedures.

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- Each major phase of examination development and administration should be monitored by exam management to ensure it is properly structured, complies with all applicable rules and regulations, and minimizes the potential for exam fraud.
- Examination plans, data, and results are confidential and must be secured in a steel safe or steel cabinet equipped with security bars/locks or equivalent security measures.
- Access to examination materials must be limited to examination staff or other appropriate individuals on a need-to-know basis.
- Examination staff, including support personnel, shall be restricted from any involvement in the examination process in which they are candidates, have relatives or close associates who are candidates, or have immediate superiors who are candidates in the examination.

The source documents for these standards include:

- Los Angeles County Code, Title 5, Civil Service Rules.
- The Uniform Guidelines of Employee Selection Procedures, adopted by the Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, and Department of Justice.
- Principles for the Validation and Use of Personnel Selection Procedures, American Psychological Association, Division 14, Society for Industrial-Organizational Psychology.
- California Administrative Code, Title 2, Local Agency Personnel Standards.

D. Recruitment and Selection Program - Roles and Responsibility

Civil Service Rules provide the framework for the administration of the Program and include designated recruitment and selection activities to be performed by the

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Director of Personnel. While applicable CSR set forth recruitment and selection responsibilities of the Director of Personnel, the actual administration of the Program is a collaborative process between DHR and line departments through DHR's delegation of certain recruitment and selection activities to line departments (CSR 3.03).

1. Department of Human Resources

The Department of Human Resources is assigned responsibility for the administrative and operational management of the Program. In this role, DHR's responsibilities are to:

- Establish and administer policies, procedures, and standards to govern the administration of all recruitment, examination, and selection activities including delegated activities in line departments.
- Develop and administer specific recruitment and examination programs at the request of line departments, in accordance with agreed upon arrangements and/or requirements.
- Develop and administer master calendar examinations for highly-populated Countywide classes.
- Develop Selection Plans for use by departments for the administration of examinations for Countywide classifications to ensure uniformity.
- Review and approve departmental examination plans for interdepartmental and open competitive examinations.
- Review all Departmental Promotional (DP) exams that are administered by line departments for Countywide classifications to ensure they follow the same examination plan used by DHR for Open Competitive (OC) and Interdepartmental Promotional (IP) examinations.
- Provide a central location for the public to obtain information on job opportunities with Los Angeles County.

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- Conduct test validation studies to ensure compliance with professional standards.
- Conduct executive searches or arrange for and coordinate activities with executive search firms to seek qualified persons to compete for top County executive and management positions.
- Develop and maintain the Countywide Job Information Hotline and Open Competitive Job Listing, including DHR's Web Page, for open competitive and promotional exams and disseminate bulletins, vacancy announcements, and Open Competitive job listings to line departments.
- Provide technical recruitment and selection training upon request and as needed to line departments' staff to ensure uniformity and ongoing effectiveness of the Program.
- Provide technical guidance and support to line departments' staff regarding all recruitment and selection related matters.
- Conduct compliance audits of line departments' administration of examinations.
- Assist in reviewing, analyzing, and responding to appeals related to recruitment and selection.
- Organize and coordinate line departments' participation in selected job fairs, career days, and other recruitment activities.

2. Line Departments

Line departments have a delegated role in the administration of the Recruitment and Selection Program including identifying, prioritizing, and conducting delegated examinations.

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In administering the delegated recruitment and selection activities, line departments are accountable for adhering to applicable CSR, State and Federal laws and established standards, policies, and procedures issued by the Director of Personnel. Line departments' management may develop internal guidelines and procedures to administer their day-to-day recruitment and selection operational activities.

Specifically, departments will:

- Adhere to DHR's policies, guidelines, and performance standards for the conduct of examinations (See the Human Resources Management System Policies, Procedures, and Guidelines Manual - Delegated Examination Program Self-Monitoring Guidelines, #180).
- Administer all examinations in accordance with EEO and merit system standards, CSR and applicable rules and laws.
- Make appointments according to CSR, legal provisions, and County policies.
- Identify staff training needs and assign staff who are involved in recruitment and selection activities to attend relevant training conducted or coordinated by DHR.
- Administer and conduct OC, IP and DP examinations.
- Send all OC, IP and DP (for Countywide classes) examination bulletins to DHR for review and approval.
- Adhere to selection plans developed by DHR for Countywide examinations unless otherwise authorized by DHR.
- Distribute and post exam bulletins at official department locations.

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- Notify DHR when OC examinations are bulletined in order for DHR to place the information on the Countywide Job Information Hotline, Open Competitive Job Listings, and on DHR's Web Page.
- Administer test review activities for candidates in delegated exams.
- Maintain complete records of examination materials and open to DHR for audit and review.
- Request from DHR written approval to extend eligible lists or to utilize substitute lists.
- Utilize IP lists and departmental certifications from IP lists rather than conduct independent DP examinations unless authorized by DHR.
- Conduct self-monitoring audits to ensure compliance with the Delegated Examination Program.
- Review, analyze, and respond to recommendations and audit reports prepared by DHR.
- Accept decisions by the Director of Personnel regarding appeal issues as binding and implement such decisions.
- Investigate and respond to examination appeals and participate in related Civil Service hearings for examination parts for which line departments are responsible.
- Seek County Counsel support and advice when lawsuits are filed on departments' examinations.

Departments shall not:

- Conduct examinations for sensitive positions within its organization such as those related to Human Resources functions or management positions within the Human Resources' chain of command.

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- Conduct master calendar examinations unless approved by DHR.
- Conduct examinations for positions not listed on its staffing ordinance except with approval from DHR.

More detailed information regarding standards, guidelines, and day-to-day examination administration can be found in the Performance Standards for Departmental Operations Manual, Section 1, Departmental Centered Examinations Systems; and the Human Resources Management System, Policies, Procedures, and Guidelines Manual, Tab 1, Recruitment and Employee Placement.

For guidance on specific human resources issues or policies, contact the manager of Recruitment and Selection in the Department of Human Resources at (213) 974-2616.

Attachment

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LEGAL AUTHORITY GOVERNING RECRUITMENT AND SELECTION

I Charter of the County of Los Angeles

A. County Charter, Article IX, Section 30

Provides for . . . "recruiting, selecting, and advancing employees on the basis of their relative ability, knowledge, and skills relevant to the work performed." Also, "Assuring fair treatment of applicants and employees in all aspects of personnel administration without discrimination based on political affiliation, race, color, national origin, sex, religious creed or handicap and with proper regard for their privacy and constitutional rights as citizens."

B. County Charter, Article IX, Section 35

The Rules of the Civil Service System shall provide "Recruitment of persons to fill positions, either on an open or promotional basis, evaluations of qualifications of applicants, the establishment and maintenance of lists of qualified persons ranked according to their relative qualifications to hold designated positions, and certification of such lists to appointing powers"

C. County Charter, Article IX, Section 361/2

In all open competitive examinations, provides for "a credit of ten percent of the total credits specified for such examinations to all persons passing the examination who have, or who shall have, served in the armed forces of the United States in time of war, armed insurrection or international police action and are honorably discharged, or whose service was honorable, and also the wife of such person who while engaged in such service . . . was wounded, disabled or crippled and thereby permanently prevented from engaging in any remunerative occupation, and also to the widow of any such person who died or was killed while in such service."

D. County Charter, Article IX, Section 41

Provides that "no person in the classified service, or seeking admission thereto, shall be appointed, reduced or removed or in any way favored or discriminated against because of race, color, national origin, political or religious opinions or affiliations."

II Los Angeles County Code (1999), Appendix I to Title 5, Civil Service Rules

A. Civil Service Rule 3.01(H)

The Director of Personnel shall "order, prepare and conduct all examinations."

B. Civil Service Rule 6

Civil Service Rule 6 covers issues related to applications and applicants' qualifications for examinations.

- Qualifications for Examinations (6.01);
- Qualifications for Promotional Examinations (6.02);
- Filing Applications (6.03);
- Nonacceptance of Applicant (6.04);
- Notice of Nonacceptance (6.05);
- Random Selection (6.06);
- Appeals (6.07);
- Admission to Examination Pending Appeal (6.08);
- Amendment of Applications (6.09); and
- Application not Returned (6.10).

C. Civil Service Rule 7

Civil Service Rule 7 sets principles for ordering, administering and maintaining records for competitive examinations.

- Ordering Examinations (7.01);
- Continuous or Periodic Examining Programs (7.02);
- Notice of Examination (7.03);
- Competitive Examinations (7.04);

- Types of Examinations (7.06);
- Character of Examinations (7.07)
- Method of Testing (7.08);
- Time and Place of Examinations (7.09);
- Postponement or Cancellation of Examinations (7.10);
- Late Applicants (7.11);
- Inability to Appear (7.12);
- Parts and Weights (7.13);
- Passing Grades (7.14);
- Veteran's Credit (7.15);
- Key-copy Inspection (7.16);
- Protests Against Key Answers (7.17);
- Promulgation and Notification of Test Results (7.18);
- Inspection of Examination Materials, Rating Standards and Scoring Key (7.19);
- Protests Against Ratings to the Director of Personnel (7.20);
- Correction of Clerical Errors (7.21);
- Record of Examination (7.22);
- Record of Oral Examination (7.23);
- Other Records of Examination (7.24); and
- Examination to be Impartial (7.25).

D. Civil Service Rule 8

Civil Service Rule 8 governs the procedures for conducting noncompetitive examinations and labor appointments.

- Noncompetitive Examinations (8.01);
- Procedure for Noncompetitive Examinations (8.02);
- Labor Appointments (8.03);
- Procedure for Making Labor Appointments (8.04);
- Applicability of Other Rules (8.05); and
- Review and Appeals (8.06).

E. Civil Service Rule 10

Civil Service Rule 10 establishes the promulgation, termination and canvassing of eligible lists.

- Eligible Lists Created (10.01);
- Order of Names on Eligible Lists (10.02);
- Tie Scores (10.03);
- Disclosure of Names of Eligibles (10.04);
- Termination of Eligible Lists (10.05);
- Duration of Eligible Lists (10.06);
- Automatic Termination of List (10.07);
- Canvass of Eligible List (10.08);
- Addition of Names of War Veterans to Eligible Lists (10.09);
- Rejection of Eligible - Dropped from List (10.10); and
- Effect of Appeals (10.11).

F. Civil Service Rule 11

Civil Service Rule 11 governs the procedures for the use of and appointments from eligible lists.

- Certification and Appointment from Eligible List (11.01);

- Certification from List for Another Class (11.02);
- Selective Certification (11.03);
- Withholding Names from Certification (11.04);
- Restoration to Certification (11.05);
- ~~Effect of Removal, Withholding, or Restoration (11.06);~~
- Appointment of Eligibles (11.07); and
- Age (11.08).

G. Civil Service Rule 25

This rule sets forth the principles on non-discrimination.

- Employment Practices (25.01); and
- Employment Standards (25.02).

III Federal Regulations

A. Title VII of the 1964 Civil Rights Act

Title VII makes it unlawful for an employer to “discriminate against any individual with respect to compensation, terms, conditions, or privileges of employment, because of such individual’s race, color, religion, sex, or national origin.” 42 U.S.C. § 2000e 2(a)(1).

B. Equal Pay Act of 1963

The act prohibits pay differential on the basis of sex.

C. The Americans With Disabilities Act (ADA)

The ADA protects qualified persons with disabilities from discrimination in hiring and promotion, pay, job training, benefits, referral, and all other aspects of employment.

D. The Age Discrimination in Employment Act of 1967 (ADEA)

It is unlawful for an employer: “To fail or refuse to hire or discharge any individual or otherwise discriminate against any individual with respect to

his compensation, terms, conditions, or privileges of employment, because of such individual's age." 29 U.S.C. Section 623(a)(1). Local law enforcement and fire fighters are exempt from this statute at this time.

IV State Regulation

A. California Fair Employment and Housing Act (FEHA)

The FEHA makes it an unlawful employment practice "[f]or an employer, ~~because of the race, religious creed, color, national origin, ancestry,~~ physical disability, mental disability, medical condition, marital status, sex, or sexual orientation of any person...to discriminate against the person in compensation or in terms, conditions or privileges of employment." Cal. Government Code § 12940(a).

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