

Procedure Number: HR005

*Rick Evans*

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Rick Evans, Executive Director

**Subject: Procedure for Hiring Full-time Employees**

**Date: August 28, 2013**

**Last Revision: November 15, 2022**

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#### Statement

This procedure establishes the guidelines for hiring full-time employees. The procedure excludes grant and agency employees.

#### Procedure

1. Hiring manager in coordination with Human Resources Department initiates and completes the appropriate search and interview process.
2. Hiring manager selects the top candidate/candidates and requests 3 professional references:
  - a. Professional references are people that can speak to the candidate's performance. (Information from friends, neighbors or coworkers is considered biased and typically not used.)
  - b. Depending on the level of the position, the hiring manager/director and/or Associate Director of Human Resources may conduct reference checks, or some of the reference checks.
3. Human Resources in coordination with the hiring manager prepares a draft of the offer letter.
  - a. Template for the offer letter will reside in Human Resources.
  - b. Discussion with Human Resources will include:
    - i. Start date
    - ii. Salary to be offered
    - iii. Salary strategy
    - iv. Benefits
    - v. Completion of reference checks
  - c. The offer letter will include a statement that the offer is contingent on successful completion of background check including references (if applicable). *Please note:*
    - i. Reference checks will be completed prior to background check and prior to offer letter being prepared.
    - ii. A background check will not be conducted until the applicant receives the offer letter.

4. Hiring manager takes the draft offer letter to Executive Director for discussion, approval, and signature. Discussion to include:
  - a. Salary amount to be offered (in relation to position range)
  - b. Salary strategy
  - c. Meeting with Executive Director
5. Human Resources updates the draft offer letter with any recommendations from Executive Director.
6. Hiring manager obtains Executive Director Signature on revised offer letter.
7. Prior to any offer of employment, the candidate will meet with the Executive Director for an interview. Generally, the Executive Director will need to meet with all full time (recruited) staff located on the third floor.
8. If the candidate passes the interview with the Executive Director, the hiring manager gives the approved offer letter to the candidate.
  - a. First preference is to make the offer in person
  - b. If making the offer in person is not an option, the hiring manager must discuss the alternate plan of action with the Executive Director.
9. If the candidate wants to negotiate any change to the original letter, the hiring manager should emphasize the offer is already considered the highest offer. If the candidate still wants to negotiate, they are to be informed that the hiring manager has to obtain approval from the Executive Director and signature on a revised offer letter before any changes can be finalized.