State of Nevada

Recruitment Manual

Department of Administration
Division of Human Resource Management

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HANDBOOK INTRODUCTION

The recruitment section handbook provides a ready reference for new and experienced Division of Human Resource (DHRM) recruitment staff and other agency staff who have functions delegated to them when questions arise regarding the internal processes of the recruitment section. The hope is for consistent processes to be used and followed throughout State agencies in the recruitment process.

This version of the handbook supersedes all previous versions of this handbook. This handbook does not create any rights, benefits, or duties, which are not set forth in the Nevada Revised Statutes, Nevada Administrative Code, or federal laws; and it does not constitute a contract with public employees.

If you have questions regarding any of the policies, procedures, or benefits covered in this handbook, you are encouraged to contact your agency's Human Resource office or the Division of Human Resource Management.

The information in the handbook is current as of the publication date but is subject to change as statutes and regulations are modified. Statutes and regulations supersede anything in this manual. If you would like to provide suggestions to improve the content of the handbook, please contact the Supervisor for the Recruiting section or the Deputy Division Administrator for Compensation, Classification, and Recruitment with the Division of Human Resource Management.

REQUESTING A RECRUITMENT

Division/Department HR Representatives Responsibilities

When requesting a new recruitment or list, the agency HR Representative will submit a request through NVAPPS/NEATS. NVAPPS is designed to guide requestors through a series of screens, eliciting information also found on the NPD-3.

Agency representatives submitting a request for a recruitment start by selecting either “request a class-based recruitment” or a “position-based recruitment” on their recruiting home page in NVAPPS.

Agency representatives should complete the requesting process line by line under each tab making sure to:

- Select the correct Agency and Organization
- Enter the PCN or request a class-based recruitment
- Select the appropriate recruitment department
- Select the appropriate recruiting division
- Select the job location. If there are more than one locations possible, indicate “Statewide.”
- You will be asked to confirm the availability of priority lists (see Certification Specialist Responsibilities below on page 6). If you have done so, indicate “ok.”
- Provide the name and contact information for the subject matter expert (SME) if needed.
- Provide the name and contact information of a contact person at the agency (can be the HR contact)
- Select an appropriate filing period based on previous recruiting experience.
- Provide a position specific description. Do not take language directly from the class specifications.
- Review the “Informational Notes and Special Notes and Requirements” to be sure they are accurate for the position and remove any that are not applicable.
- Complete the justification approval area when requesting additional selective criteria stating why it is required. The request must specify the duties and responsibilities outside the class specification, which require additional KSA’s and therefore additional qualifications. There must be a link between the job and the requested selective criteria demonstrating that an individual could not perform the duties of the job in a reasonable period of time (e.g., six months) without the additional qualifications.
- Determine the correct exam definition listed.

When completed, the draft is submitted to the agency representative for approval. Upon approval, the draft announcement for the recruitment is transmitted electronically to the Recruitment and Retention Division to the Certification Specialist where a list or recruitment will be created as appropriate. If a recruitment is created, this will go back to the agency if they have recruitment approval. Once the agency applies their approval, it will then go back to the Supervisory HR Analyst for review for accuracy and consistency and assignment of the recruitment to an HR Analyst. The Analyst is responsible for reviewing the information submitted, making any needed additional corrections or rejecting to the requesting agency if problems cannot be resolved. When the draft document is correct, the analyst will approve and post the recruitment.

NOTE: *The agency provides input as to their preferences in the recruitment plan. The final decision on what the recruitment plan will be is determined by the Division of Human Resource Management.*

Certification Specialist Responsibilities

The Staffing Requisition is the request for a recruitment service which is the trigger for the entire workflow in NEATS/NVAPPS. After the Staffing Requisition has been forwarded to the Division of Human Resource Management via NEATS/NVAPPS, the status will be set to List Verification. This is where the certification process begins. Certification is the term used (from the systems perspective) to describe the HR review and response to requests received to fill positions by the staff person(s) HR labels as a "Certification Specialist."

Under the tab titled List Verification is where the Certification Specialist can act on the request. There are three basic responses a Certification Specialist can make:

- Reject the Requisition
- Issue a Certified List
- Create a New Recruitment

The Certification Specialist gets access to the requisitions awaiting HR's response.

On the Recruiting Home page, there is a section near the bottom of the page titled "My Tasks" where there will be an indicator if there are any requisitions that need to be reviewed by HR.

Once you click on the requisitions, the Staffing Requisition page will appear, and it should be set at the List Verification tab. If it is not, click on the List Verification tab title.

Screening Requisitions

In NEATS/NVAPPS on the Recruitment Tab under List Staffing Requisitions, change the Status to "List Verification," change the date to 2 months prior to the current date and select "Non-Delegated" under the Delegation section, and click the Refresh List button.

Sort the Request Date in Ascending Order to get the oldest requisitions at the top of the list and click on the first requisition listed.

If the requisition is not complete or needs to be returned to the agency for some reason, the requisition can be rejected by clicking on the Reject Requisition button in NEATS/NVAPPS. (The rejection reason will display in the Audit Log tab for the requestor.)

Review all the information on the Summary Tab first to see the requestor, agency, org#, the type of request, who the recruitment will be open to, the designated reviewers at the hiring agency, requestor notes, the class code, grade, location of position, the FTE of the position, travel % required, the position description, Informational Notes, Special Requirements and any Additional Recruitment Information.

Next, click on the List Verification Tab to view the Eligible Bank Summary for the Job Class.

The Eligible banks show a number which is an indicator of how many are expiring soon.

Below is a listing and description of the different NVAPPS bank types:

- Recruitment Bank - These names are derived from person(s) who submitted job application(s) for a posted job opening and passed any required exams for the job class. It could be from a single recruitment effort or multiple ones.
- Layoff Bank - These names are derived from person(s) who were laid off from the state who have certain re-employment rights to classified positions. Re-employment lists are mandatory; per NAC 284.360 reemployments must be appointed in the order listed. If there are eligible layoffs, then that list must be issued and utilized before anything else happens.
- If there are any Reassignments, that candidate must be contacted by the hiring agency. * Note – There is not a bank for reassignment in NEATS/NVAPPS, as such, DHRM will notify the hiring agency of any reassignments.
- 700 Hour Bank - These names are derived from persons who have been referred through DETR's vocational rehabilitation program who are eligible for temporary limited appointment per NRS 284.327 (PERS is exempt from receiving 700-hour lists. Lists from this bank are unranked and must be used prior to filling a position through a hiring list, recruitment, transfer, etc.
- Early Return to Work Bank (ERW) - These names are derived from persons who have been deemed eligible for the Early Return to Work program and are current permanent employees who are candidates for re-employment in their department, per NAC 284.6014, due to disability.

- LCB Transfer Bank – Every other year during the Legislative Session, Legislative employees who have served four consecutive months can request to have their names placed on transfer lists for classified executive branch positions. Lists from this bank are optional for the agencies to use, and these lists are always unranked
- **Note - The Transfer Bank in NEATS/NVAPPS is no longer utilized.

Priority List Procedure

Prior to filling vacancies, agencies must contact DHRM to check for eligible candidates on the priority lists in the following order: layoff, reassignment, and 700-Hour lists. This process must be followed when filling vacancies for competitive or non-competitive positions which includes positions that can be filled by new hires, reinstatements, rehires, transfers, promotions, voluntary demotions and/or an application to agency such as Clerical Trainee.

The process is as follows:

- Agencies will contact DHRM Recruitment's Certification Specialist via email for confirmation of eligible layoff, reassignment and 700-Hour lists. The email will include the class, location and position control number.
- The Certification Specialist will check if any priority lists are available, and if so, the list(s) must be used as required by regulations.
- The Certification Specialist will save all emails received in their personal Outlook Folder in the event Central Records asks for back-up documentation from the agency.
- If there is a Priority List, the agency must submit a staffing requisition in order to receive the associated list.

Opening a Recruitment

Before creating a new recruitment, check to see when the last recruitment was posted and if the list of eligible candidates was used by clicking on the requisition number on the recruitment listing.

If you've reviewed the candidate banks and have decided a new recruitment is needed, click on the button titled "No List Available – Proceed to Recruitment." This button will create a new recruitment from the information entered on the requisition. As the certification specialist, you will still have to edit and submit the recruitment details for the agency's review.

If the agency requests an internal promotional recruitment, DHRM will generally open a recruitment as long as the applicable priority lists have been worked (even if we have candidates in the recruitment eligible bank).

For all other cases, weigh the agency's request (existing list or a new recruitment) with the number of candidates we have in the recruitment eligible bank and use your best judgment (along with any guidance from your supervisor to address any workload concerns.) Of course, remember to match the candidates by the various important attributes such as location, FTE, selective/skills, etc.

Open competitive recruitments must be opened for 14 days at the Certification Specialist level in NEATS/NVAPPS (this can be changed by the Supervisory Analyst before the recruitment is assigned to a recruiter).

When creating a recruitment, add the selective criteria if the request asks for it and it appears valid. The selective is listed on the Job Announcement as “Additional Position Criteria.”

A selective is an added experience in addition to the minimum qualifications that is required for the incumbent to perform the duties of the position on “day one” without having to be trained in it. The selective cannot be experience or a skill that can be learned in less than six months. It cannot be asking for experience which can already be gleaned from the minimum qualifications (MQ’s) or is above the level of the MQ’s or the Knowledge, Skills and Abilities (KSA’s) and it cannot be quantified. It must be experience that is a priority in the job duties for the person to be successful in it.

A request for a selective needs to be in the justification box with a justification, clarification as to why it is needed above the MQ’s for DHRM’s approval.

“Clarifying Questions” are listed on the Job Announcement as “The following additional questions are part of this Recruitment.” These will usually start with the following statement, “Describe your experience with…” These questions are added to the Exam Tab with the type.

Oral and written skills should not be added as Additional Position Experience, as this would be part of the interview process.

If you have any questions on those guidelines, please refer them to the DHRM Supervisory Analyst.

Assigning a List

Depending on which Eligible Bank you need to review, the first step is to make sure the radio button next to that bank type is selected.

Next, click on the button titled "Search Bank" at the bottom of the tab. This should bring up a pop-up window that displays various form fields and search parameters so matching candidates can be selected.

The Certification Specialist will use the search fields and controls to try to find the best candidate that matches the request, so the position can be suitably filled. The Certification Specialist can review the key requisition details in the lower right section.

After reviewing the details, use the form to search for matches. (Geographic location is a common one.) Make your selections, then click the "Refresh List" button to see the matches to your criteria. If these are the candidates you want to assign to the list, you can either click on the rows in the grid individually, or you can click the "Assign All" button to pick everyone at once. (Note: The Clear button will restore the default search settings, while the Close button will close the pop-up window.)

Since the elimination of written exams, there can be a larger volume of applicants in the eligible bank for some job titles. In this case, we will pull only the past 6 months of eligible applicants in order to reduce the size of the list sent to the hiring agency.

Once you've selected the candidates, you'll notice they no longer appear in the pop-up window. This is because those records have been moved to the Staffing Requisition page in anticipation of an actual list being created. Click the Close button to return to the Staffing Requisition page.

The selected candidates will appear on the List Verification tab. To proceed with making a list, please review the "Open To" and "List Type" fields to ensure these are the correct selections. You can also type text into the List Verification Comments field if necessary.

Prior to finalizing the list, do a quick preview to make sure everything is in order. You do this by clicking on the Preview List button, which will open a .pdf file of the unofficial list.

After reviewing the .pdf, you MUST close the file and return to the Staffing Requisition page. Do NOT print this version of the list, as it is unofficial and will not be accepted. It is only for your own personal quality assurance purposes.

The final step is to click on the Assign List button. After doing so, the page will refresh with a new tab titled Eligibles, which is the online representation of the certified list. Now, the usage of the list is in the requestor's hands. The last response option is creating a new recruitment.

Reviewing Lists and Applying DHRM Approval

The Certification Specialist applies final approval to all certified lists. Once a list has been accepted by DHRM the list is in "Final" status, and no changes can be made to that list except by the Recruitment Supervisor.

Pending lists will be pending approval under the List Certified Lists under the Recruiting Task Bar in NEATS/NVAPPS.

First, change the “Issued Between:” date to one year back from the current date.
Then change the “Status” to “Pending DOP Audit” and click the Refresh List button.

Click on a list in the grid box, and review for the following before applying DOP Approval:

- Click on the Eligibles Tab to view the certified list pending DOP approval.
- Check to see what type of list you are approving. If it’s a Priority List such as a layoff or 700 Hour list, be sure that the agency is not trying to remove an applicant for failure to respond. If so, the HR Representative who submitted the list must be contacted to have them change the coding from “removed” to “Candidate Not Interested.”
- Check the notes on Priority Lists to make sure that the agency is in compliance and contacted the individuals on the list before finalizing the list.
- Check that all disabled veterans were contacted. In order to meet the 22% threshold for regular veterans, the agency needs to put in an interview date in NEATS/NVAPPS regardless if they interviewed or not, as this is how the system automatically calculates (the percentage can be viewed on the Stats Tab of the list).
- Make sure that the agency submitting the list is not attempting to remove a large number of applicants from the eligible bank (this can occur when the agency sends out a blanket email to all applicants) by contacting the HR Representative who submitted the list via email and requesting a copy of the verbiage that was sent to the applicants. The language in the email must state that the applicants would be removed from the list for failure to respond. If the email does not state this, then the list must be rejected, and the coding would need to be removed.
- DHRM will accept lists that are over 30 days old despite the verbiage listed on the certified list screen. Requests to extend the list must be approved by the Supervisory Analyst.
- Check “Failed Background Check” coding to make sure that the applicant was interviewed. Sometimes the agency will get off line with their coding or select the wrong result from the drop-down menu. This is coding that will need to be corrected by the Supervisory Analyst if the applicant contacts the hiring agency or DHRM.

- At the bottom of the Eligibles Tab there are is a question, “Did you use this list?” with a radio button for yes or no answer, a drop-down menu for a Position Result; with the option to select one of the following:
  a) Position Filled – From this List,
  b) Position Filled – Not From this List,
  c) Position Not Filled.

  The last question is: “Do you need further assistance from DOP to fill this position?” If “Yes” is selected and the list is accepted, the requisition will then go into the Certification Specialist’s pending requisition queue. If “No” is selected the list will become finalized. There are times when the “Yes” needs to be changed by the Certification Specialist to a “No” because the agency has submitted the list from a requisition in which a recruitment was run. Once a requisition is attached to a recruitment, a new requisition will need to be submitted by the hiring agency in order to run a new recruitment. If the hiring agency is only looking for an updated list, then it is okay to accept the coded list stating that they need additional assistance from DOP to fill the position.
- The options at the bottom of the Eligibles Tab are “Save,” “Send Notifications,” “Accept Coded List” and “Reject Coded List.”

Correcting a Finalized List

Once a certified list is finalized, the only way to correct, change or delete coding is to submit an email to the Supervisory Personnel Analyst in the Recruitment, Retention & Classification Section. The Supervisory Personnel Analyst is the only person who has the authority to make the necessary changes or corrections.

Removal of Names from Eligible Bank

Names of eligible persons will be removed from active lists for any of the following reasons:

- Expiration of the term of eligibility (applicant has one year of eligibility).
- Eligible person was appointed to a full-time permanent position from that list, or if the list was for temporary, part-time, intermittent or seasonal <u>only</u> and an eligible person was appointed.
- Eligible person failed to respond to inquiry of availability. (Six days after inquiry was mailed, 48 hours after electronic mail has been sent, 24 hours after written inquiry has been hand delivered, and 24 hours after oral inquiry has been made if in person. If the oral inquiry was via telephone and a voicemail or similar kind of message was left, 48 hours after the message was left.)
- Separation from state service of an employee on a promotional (only) list.
- Statement by an eligible person that he is not willing to accept any type of appointment from the eligible list.

- Any of the causes listed in NRS 284.240, NAC 284.374, or subsection 5 of NAC 284.630.
- Considered three times. An appointing authority may refuse to consider an eligible person who has been considered by the appointing authority 3 times from the same list and class.

Reactivation of Names to Eligible Bank

An eligible person whose name has been removed from the active list may request that his name be reactivated by stating his reasons for the request. If DHRM determines that the reasons are justified and the person's term of eligibility has not otherwise expired, his or her name may be reactivated by completing the following steps:

- Click on the "View Recruitment Eligible Bank."
- Select the Job Class, then click the "More Options" from the drop-down menu.
- Change the Status from "Eligible" to "All" and select the appropriate location.
- Click on the Refresh List button.
- Locate the applicant that was removed and click on their name.
- Remove "Ineligible," by highlighting the word with your mouse, then hit the space bar.
- Click "Save and Return" and the applicant is added back to the eligible bank.

JOB ANNOUNCEMENT

To provide public notice of recruitment for state classified positions to build an applicant pool of currently interested and qualified individuals. *(NAC 284.309)*

Announcement Preparations

Various paper processing deadlines have been eliminated by the electronic composition of an online announcement that is posted on the State of Nevada website. The announcement is now a collaborative effort of the hiring agency and Human Resources. The final document is compiled by NVAPPS. The final draft is the result of input from six tabs on the View Recruitment Page. The page is called up by clicking on a recruitment that has not been opened for recruitment.

Announcement Format

The job announcement format is guided by the type of recruitment selected. Recruitments can be Class-based, or Position-based. Class–based recruitment may be used to fill a current or anticipated vacancy. It is used to minimize the time it takes to fill a position and to have a waiting list when vacancies occur. Position-based recruitments will be used to fill a specific vacancy in a department.

The Initial Screen

Will be either Create a Class Based or Position–based Recruitment and will include:

- Agency & Org Number-These are inferred based on NVAPPS.
- Job Class: Enter the Class title code for the recruitment. If you are unsure of the number, click on the binoculars and search for the correct title code.
- Email and phone number of requestors: usually inferred.
- Recruiting Department in most cases this is inferred. If it isn't, click on the drop-down arrow and choose the department.
- Recruiting Division: ensure the correct Division is listed through the drop-down menu.
- Job Location This location is the city where you are recruiting for the position. If you have multiple locations, the location should be "statewide" with the locations mentioned in the job description.

View Recruitment window

There are multiple tabs at the top of this page (Summary, Position Info, Description, Criteria, Exam and Announcement). Each tab contains information needed to build your recruitment and publish an announcement.

Summary Tab

- Recruiting Department-inferred from previous window
- Recruiting Division
- Location
- Open To-This opens a list of recruitment types; click on your recruiter
- Recruiter Approval Required-Default is checked on this field is checked. The check mark allows the assigned recruiter access and approval to publish the announcement.
- Requestor- inferred from user id.
- SME fields These field that hold contact information of the department's subject-matter expert.
- Agency Contact fields-These fields are for information on department representatives.

Positions Tab

This consists of information on the position such as the control number, class title and class to be recruited.

- Agency/Org/PCN-inferred from the previous screen

- Type- Make your position type selection (Permanent, Intermittent, Seasonal, Temporary)
- Budgeted Class-Title and code you want to recruit for-inferred from previous screen
- Budgeted FTE-This is based on whether the position is full-time or part-time. If the position is part-time, override the FTE to indicate .50 or .51.

Description Tab

This information will be placed on the announcement and will contain information describing the position. Four boxes on this page are to be completed.

- Series Concept: This box is usually populated with text from the Class specification that describes the basic mission of the position.
- Class Level: This is generally populated from the Class Specifications and will indicate the class level such as journey, supervisory, entry level, etc. If the position-specific description (see below) is too long, this information can also be entered into this box.
- Working Class Title: This box can be used to provide the position a working title that better describes what the position will be required to do to meet their goals.
- Position-Specific: This box is to provide specific details on the duties that will be performed in the position.

Thorough Review of Recruitment Criteria

Regular Recruitment - DHRM's Responsibility

When opening a job announcement, it is the recruiter's responsibility to thoroughly review all recruitment criteria requested by the agency. This review should identify any errors, inconsistencies or improprieties in language or choices that could result in problems ranging from applicant misinterpretation to the use of inconsistent and/or illegal recruitment methods.

When an agency requests use of language or a recruitment method known to have created problems in the past or that you know does not work effectively, discuss alternatives with the agency and work out a solution that will provide the desired result.

Delegated Recruitments - DHRM's Responsibility

Comprehensive delegation agreements with the Division of Human Resource Management wherein agency personnel staff completes virtually the entire recruitment process.

Certain other departments have limited delegation agreements which may include limited recruitment responsibilities (AI process), or delegation of the entire recruitment process on limited classes.

Whether the recruitment is delegated or being handled jointly, **the ultimate and final responsibility for the content of the job announcement rests with the Division of Human Resource Management**. Therefore, DHRM staff must provide the same thorough review, clarification, and, when necessary, revision of language or recruitment method, on announcements for agency delegated/joint recruitments as is done on all others.

Recruitment Open To

Order of Competition

Job announcements may be published open competitive, promotional only, or any combination of promotional and open competitive. The recruiter will review the recruitment information to verify how the announcement will be opened.

Circumstances That Determine Order of Competition

There are often circumstances other than just the priority of hire that must be considered when determining who should be included in the recruitment competition. Examples of such circumstances are:

- An agency may request that recruitment for Property Inventory Clerk II be announced promotional/open competitive. The recruiter knows that:
  - There are few positions in the class as a whole.
  - Past recruitments have provided a large number of qualified promotional candidates.
  - The exam for this position is a T&E, so all qualified applicants will be placed on the list of eligible candidates.

Due to the above circumstances, the recruiter should contact the agency and advise that open competitive candidates will not be reachable, not only for the current opening, but for the duration of the eligible list. The recruiter should inquire, specifically, why they wanted open competitive candidates included on the recruitment.

If the agency is attempting to meet affirmative action goals in this class or the position requires additional qualifications not likely to be found internally, the recruitment should be announced open competitive. If no special conditions exist, the recruitment should be limited to promotional candidates to avoid wasted time and effort for open competitive applicants, the recruiter and the agency.

- A recruitment should not be announced giving promotional preference when the list is unranked as the hiring agency already has the option to interview the candidates they deem as the most qualified. If qualified candidates are not being scored and ranked, the recruitment should be announced open competitive or limited to <u>one</u> type of promotional exam - not a combination.
- If an agency requests promotional preference be given on an EL or LPC class <u>where the list will be unranked</u>, the recruitment should be announced promotional only. If open competitive candidates are to be included, the recruitment should be announced open competitive only. The agency still has the option to request certification of promotional only from an open competitive list.

Job Type Clearly Indicated

When recruiting for positions that are other than permanent full-time, place the position type (part-time, intermittent, temporary, seasonal) next to the job title. Although the position type is also indicated in the "Recruiting For" section, placing it by the job title should catch the applicant’s attention "up front" and help to alleviate misunderstandings.

<u>Types of Recruitment</u>

There are various types of recruitments, some which use the standard announcement format and others where different processes in applying are explained in a separate announcement format.

Announcements Using Standard Format

Regular

This is a standard recruitment where the announcement usually has a filing period of two weeks. This recruitment is used for classes where a two-week filing period has historically provided an adequate pool of qualified applicants. The filing period can be extended if need be or shortened if the number of applicants is excessive.

Until Recruitment Needs are Satisfied (URS)

This announcement is generated for a hard-to-recruit class or one with specific criteria where a large applicant pool is not expected to be readily available. This determination is made by reviewing past recruits and input from the agency where the vacancy exists. An example would be an Actuary or a position requiring specific program experience.

Posting URS gives the agency the advantage of interviewing and hiring qualified individuals as a sufficient number becomes available without waiting for the recruitment to be closed and finalized.

Some classes may be announced URS if there are a high number of vacancies and/or a high turnover rate. An example is dispatchers for the Highway Patrol with a combination of many positions and high turnover rate.

Special Conditions of Employment

These are often needed for additional requirements of the position. These can be posted within the description of the position or as “Special Requirements” or “informational notes” if the information is also contained in the class specifications.

The Position

The definition of the class or the class concept on the specification will usually provide a general statement of the level of duties and responsibilities and complexity involved for the class as a whole.

Definition of Class

For certain classes, i.e., one-position classes, classes in which all positions function under the same program area, or certain professional classes, the definition of the class will define the major responsibilities clearly with little amendments needed.

Job Specific Statement from Agency

Each position should have a position specific description regarding the job being recruited for to give applicants a better understanding of what the position will be doing.

Job Statements When Recruiting Multiple Positions

If the recruitment is to establish a list for a number of vacancies, i.e., a clerical recruitment, the announcement would want to give a general position description with a follow up statement that a position's duties will vary depending upon the program responsibilities and location of the position.

To Qualify

The minimum qualifications inform applicants of eligibility requirements for the position and are the first screening for an applicant. The minimum qualifications come from the class specifications.

When additional "selective" qualifications are required in addition to the minimum requirements, the hiring agency must provide a statement clearly defining the additional criteria to include justification as to why it is necessary to that position.

The statement on the announcement should indicate: "This position requires... " Do not use the term "selective recruitment" as it is an in-house term and can be offensive or confusing to applicants. The term "preference for" should not be used as preference does not state a requirement but could be used as a clarifying question to help the agency assess which applicants have the preferred experience.

Other Mandatory Requirements

All mandatory requirements should be included under the "To Qualify" section. The recruiter should review the class specifications for requirements such as lifting or other physical requirements; mandatory background checks; driver's license; meeting POST requirements; etc., and make sure they are included and clearly indicated. These requirements will be generally located in the Special Note sections of the class specification. Some information (e.g. travel requirements, etc.) can also be included in the position description.

The Examination

This section of the announcement will inform applicants of the type of exam that will be given and the general areas that will be covered on the exam.

Choosing Recruitment Type

The Examination portion on the announcement specifies type of test length of time to complete and test weights.

- In recruitments where there are five or less qualified applicants, names of qualified applicants will be forwarded to the hiring agency to fill only the current vacancy. The applicants should be given 60 days of eligibility for the particular recruitment (if the exam is waived).

Areas of Special Attention

This section on the announcement will advise applicants of areas to be covered either on an exam or in a training and experience evaluation.

Examination Type Notification

The following types of examination information should be included to allow applicants to prepare for the examination.

- Training and Experience Evaluation - Use T&E elements. Questions should be open-ended and apply directly to requirements of the job for areas where clarifying or additional information is needed. The questions must be structured in a way that will elicit the specific information needed to evaluate whether an applicant possesses the experience or training required.

  - For example, a KSA statement such as, "knowledge of law enforcement terminology and procedures as applied to operating a computerized law enforcement communications dispatch center" should be amended to read as a question or instruction, such as: "1. Provide a listing of any college coursework or training received in law enforcement terminology/procedures, to include dates attended and where training or course was provided (and) 2. Describe your experience in the operation of a computerized law enforcement dispatch center. Please include the name of the computer system used, software or hardware used, and major duties performed." T&Es must be developed and approved prior to a recruitment being posted.

- Performance Exam - Clerical – If certain clerical skills are required that need documentation of such (e.g. a typing certificate), this should be included in the announcement. Some agencies may require onsite evaluations such as a skills test relating to various software. DHRM offers "TapDance" as a way for agencies to test the computer skills of applicants.

- Performance - Physical Agility - The recruiter must specify what the Physical Agility Exam will cover.

Proofing the Announcement

Go the ANNOUNCEMENT Tab in NVAPPS and review the document. Check to make sure that any additional wording in the POSITION box and the DESCRIPTION box appears correctly on the announcement. Do not use bolding or special characters, they will be printed as codes.

Amending or Re-Announcing Recruitment

Amending an Announcement

It may be necessary to amend or modify an announcement for a number of reasons. This is done by making corrections or amendments in the NVAPPS system by modifying or amending the announcement.

- A brief explanation for the amendment is noted under the "Modification or Amended Comment" in NVAPPS.
- Announcements must be amended on URS for:
  - Salary - when a general cost of living increase or a salary increase due to the class being upgraded in an occupational study becomes effective.
  - Revision in Minimum Qualifications or KSA's - If a classification study revises MQ's for a class, the recruitment announcement must be amended to reflect the change in MQ's, if the change is minimal. If there is a major change in the MQ's, KSA's, grade level or any other areas affecting the class, the recruitment should be closed or cancelled, and a new announcement should be published showing the changes. If the KSA's are changed, a new or revised test may be needed.

Closure of URS Recruitment

To close, the recruiter should "Amend or Modify in the Summary tab and add the new close date. Recruitments should be amended so they have a close date instead of just closed immediately.

Cancelling a Recruitment

Recruitments can be cancelled for various reasons, e.g., an agency loses funding, a lay-off or lay-offs are to be picked up, or a transfer is chosen. Applicants will be sent a notice through NVAPPS letting them know the recruitment has been cancelled. After notices are sent, the recruiter should cancel the recruitment through NVAPPS.

APPLICATION PROCESS

The purpose of this is to assess the qualifications of applicants applying for a recruitment.

Applicant Assistance

Individuals interested in applying for state positions may do so by visiting the NVAPPS website or stopping by the reception offices in Carson City or Las Vegas. Applications are submitted via NVAPPS, but paper copies can be accepted only when necessary either in person or by mail. Paper applications should be date stamped the day they are received.

Reception staff should provide a brief explanation of the process, including:

- How to navigate NVAPPS to show any new or existing job postings.
- Areas to quickly review on the job announcement to determine promotional-only limitations, geographic area of recruit, job type limitations (part-time, temporary, seasonal, etc.), minimum requirements, special conditions of employment, the examination process, etc.
- Importance of reading the job announcement thoroughly before applying.
- Importance of submitting application by the closing date of a recruitment or on an URS, filing in a timely manner.
- The importance of the applicant updating the applicant profile as appropriate with any changes.

When an applicant calls Reception staff for recruitment information, callers should be referred to NVAPPS for a complete listing of positions along with the required state application. If applicants have questions regarding specific recruitments, they should be referred to the recruiter assigned to the recruitment.

Application Evaluation

The purpose is to determine whether an applicant meets the minimum qualifications established for a class or position and is willing to accept the conditions of employment specified in the job announcement. Minimum qualifications include those stated in the class specification for education, training, experience, license or certification, minimum age requirements, etc., and may also include additional requirements placed on a specific position, i.e., selective criteria.

Prompt Evaluation

Applications should be evaluated as soon after receipt as possible and notification of rejection should follow promptly thereafter. Incomplete/improper completion of the employment application is cause for rejection. With some applications, it is immediately clear the applicant does not meet the minimum requirements of the position or the information submitted on the application is so incomplete it is impossible to determine qualifications.

However, there are many cases where the applicant hasn't provided a thorough breakdown of experience or education, but, in reviewing the type of experience/education that was submitted, the recruiter feels the applicant may have the qualifying experience or coursework although it was not specifically mentioned.

It is important to remember that applicants are taught all their lives to give "brief" summaries (resumes) of their education and experience and it is often difficult for them to comprehend why they must now do things differently. Prompt notice of incomplete information or that it doesn't appear they meet the minimum qualifications provides the applicant with time to respond and, if necessary, provide written follow-up or needed documentation. If a recruitment is still open, the application can be returned as “Incomplete” to allow any necessary information to be added. If the recruitment is closed and time allows, the application may only be returned for “Clarifying Information” on information already provided in the application.

When these problem applications come in close to or at the deadline date, the recruiter may, if time permits, contact those "questionable" applicants by phone, email or via NV APPS and document the necessary information on the application or allow reasonable time for submittal of documentation.

Whenever possible, the applicant should be given the opportunity to provide proof of qualifications or "clarify" information up to the final day of the recruitment’s close date or shortly thereafter.

- Recruitments with Closing Date: Evaluate applications within two working days of receipt with all completed no later than one week after recruitment closing date when possible.
- Until Recruitment Satisfied /Continuous Recruits: Evaluate applications within one week of receipt when possible.

Clear Understanding of Minimum Qualifications

The recruiter must have a clear understanding of the minimum qualifications being evaluated prior to reviewing applications.

Minimum Qualifications

Basic minimum qualification statements such as, two years clerical experience or graduation from high school are easily interpreted. Some minimum qualifications allow for broad interpretation, (i.e., experience which has provided knowledge of public administration or management principles or practices through the development, evaluation or revision of programs, organizations, methods or procedures) while others require clarification of a specific type or level of experience (i.e., journey level experience in one of the major disciplines of the building construction trades).

In any case, the recruiter must determine the intent of the minimum qualifications and necessary entry level KSA's to assess what is acceptable as qualifying experience and/or education and consistently evaluate applicants based on that assessment.

When qualifications refer to, “an equivalent combination of education and experience,” this would refer to those applicants who may not have required education where experience can be substituted or vice versa. Typically, two years of experience as outlined in the minimum qualifications would be needed for applicants lacking a bachelor’s degree unless the experience required is on a “year-for-year basis,” then four additional years of experience would be needed. There are recruitments where a degree is required, and no substitution can be made.

Additional Requirements

When an announcement is published requiring qualifications additional ("selective") to those in the specifications for the class, only applicants meeting both the minimum qualifications and the additional requirements will be accepted. The additional criteria must be justified by the hiring department as reasonable and necessary to that position and approved by the section supervisor. The hiring agency should also provide a statement clearly defining the additional criteria and, when necessary, aid in the evaluation of highly technical requirements.

Use of Subject Matter Experts

When an interpretation of minimum qualifications, additional qualifications or acceptable equivalencies becomes necessary, it may be necessary to be reviewed by subject matter experts (SME's) from the department(s) where the position(s) exists. In cases where the qualifications are especially technical or difficult to determine, SME's may need to be involved in the actual evaluation of the applications.

Accepting Information Submitted on an Application

All applicants are required to electronically sign a statement on the employment application, which states:

- I declare than any statement in this application or information provided is true and complete. I understand that if I provide false information I may subject myself to the penalty provisions of NRS 284.430. Additionally, I understand my application is going to be evaluated “as-is” and that new information will not be accepted or credited after submission.

- At the time of application, I attest that I have the legal right to reside and work in this country (proof required upon employment).

In view of this requirement, the information submitted on the application is generally accepted at face value. However, if there are major inconsistencies or unexplained gaps or overlaps in work or educational history which the reviewer believes warrants investigation, the applicant should be contacted for clarification. Background checks, including verification of prior experience, education and related matters, are handled by employing agencies in the hiring process.

Final Filing Date for Submittal of Application

Applications must be submitted through NVAPPS by 5:00 PM on the closing date of the recruitment. The system will not allow applicants to submit their applications after this time even if the status was in "Draft" prior to the recruitment's closure.

Confidentiality of Applicant Information

The names of applicants shall **not** be made public. Inspection of applications is limited to staff members of the Division of Human Resource Management, designated HR Representatives, and appointing authorities and their designees. Many times, an applicant's supervisor will call to discuss an applicant. The application **cannot** be discussed with them and should only be discussed with the applicant. We would not even disclose if the applicant applied.

Veteran's Preference

An applicant may claim and provide proof of veteran's preference up to the date of the recruitment's close date.

Please visit the State of Nevada Veteran Definition and Documentation Guide for more information:
http://hr.nv.gov/uploadedFiles/hrnvgov/Content/Resources/Publications/Veteran_Definition_Documentation_Guide.pdf

Points Given

Upon successfully passing an examination, a veteran (disabled or not) is granted a preference of ten points. National Guard members and widows of veterans are given five points. Agencies are required to interview **<u>all</u>** disabled veterans. 22% of the applicants interviewed must be veterans (excluding disabled veterans) when a list is unranked. For calculating percentages pursuant to this paragraph, percentages that are not whole numbers must be rounded to the next highest whole number. If the list is ranked, all disabled veterans must still be interviewed; however, veterans and widows of veterans have already received preferential points in the calculation of the exam.

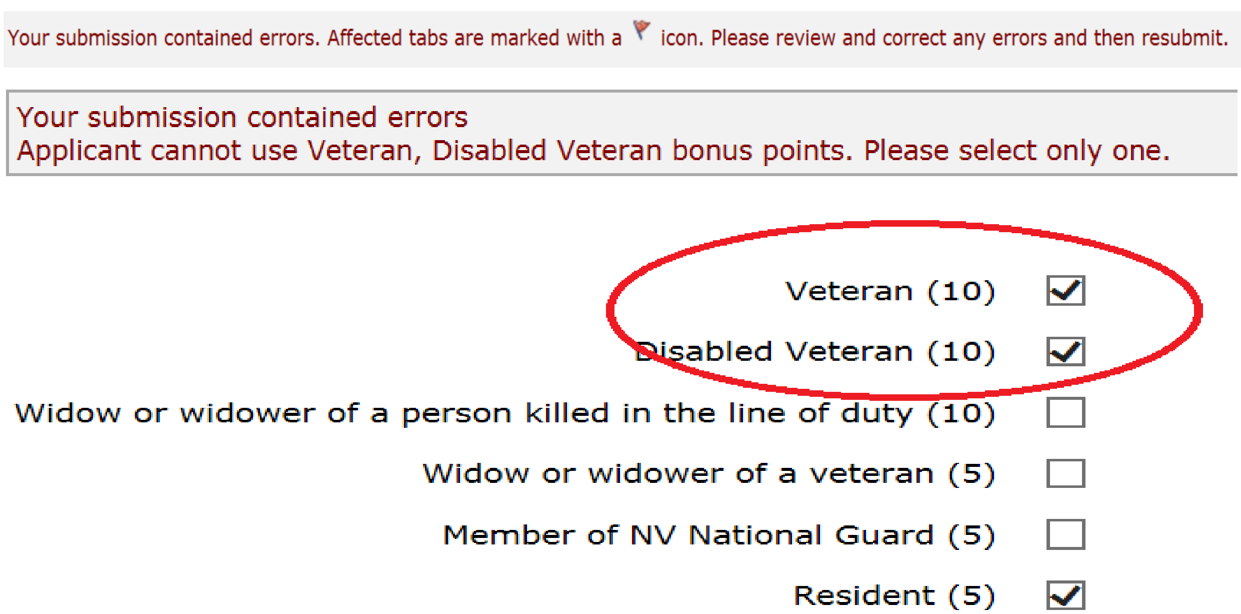
Documentation to Be Verified and Recorded

The documentation submitted must be reviewed carefully to ensure that it meets the requirements outlined above. The DD-214 form, which is the primary document that guarantees appropriate discharge is reviewed and verified that the applicant is the issue.

- The recruiter makes a notation in the “Other Notes” box within the application that veteran status was verified (e.g. DD214 verified) and any proof of service disability.

The documentation required for proof of service-connected disability is a letter of verification from the Veteran's Administration.

- NV APPS will alert to an error stating the following:



- The recruiter should unmark the “Veteran” box so that just the “Disabled Veteran” box is marked. If no proof of disabled veteran status is provided, the “Disabled Veteran” box should be unmarked.

Preference for being the widow of a veteran requires proof of marriage, military service of deceased spouse, and proof of death of spouse.

- The recruiter makes a notation in the “Other Notes” box within the application that widow of deceased veteran status was verified (e.g. widow status verified).

Preference for being in the National Guard requires proof of active duty service, National Guard members and Reserve members must provide documentation demonstrating they have had 6 continuous years of service in the National Guard or Reserve.

A common form is the National Guard Bureau (NGB) Form 22 which serves as the DD214 equivalent for the National Guard.

National Guard and Reserve members may also provide “statement of service” letters from their Guard or Reserve units. Such letters can be used to make an eligibility determination if the letter is on an official letterhead, provides the dates of service, the service characterization, and is signed by an authorized official.

Promotional Eligibility

Promotional recruitments are limited to employees working in classified service who have worked in that capacity for at least six continuous months full time or the equivalent. Additionally, if the recruitment is limited to a department or division, the employee must currently work in that department and/or division.

- Former incumbents of seasonal positions who were separated with permanent status may apply for a promotional recruitment for up to one (1) year after the date of separation. The prior appointment must have been in the division, department or State service which is specified in the announcement.
- If a former State employee contacts you regarding a position they formerly held which is opened as a promotional recruitment, the recruiter may reach out to the hiring agency to see if they are interested in entertaining a reinstatement.
- If an unclassified employee contacts you regarding a promotional recruitment, the recruiter may reach out to the hiring agency to see if they would entertain an unclassified employee. The unclassified employee may be able to transfer into classified service if the agency is interested and the applicant meets the minimum qualifications.

Any question on an employee's promotional status can be verified either in Data Warehouse or with the appropriate department HR Representative.

Extra attention should be given when checking the classified status of employees in agencies that are largely unclassified such as professional employees at Gaming Control Board and the Public Service Commission. Legislative and Judicial Branch employees are non-classified and are therefore not promotional in our system, except for those Legislative employees who are on leave of absence from the classified service.

Evaluation of Education and Training

Complete information must be submitted to properly evaluate the applicant's education and/or training. This would include: schools attended, dates of attendance, credits received, type of degree received, and date degree received, major and minor, and any business, correspondence, trade, technical or vocational schooling completed.

- The recruiter will note on the application any education or training accepted within the “Education Notes” box.

High School

The requirement "graduation from high school" means graduating from high school or the twelfth grade. The following equivalencies are accepted:

- A passing score on the General Educational Development (GED) test.
- Unites States Armed Forces Institute (USAFI).
- Successful completion of an A.C.T. or other qualifying college entrance examination.
- If an applicant claims graduation from high school through completion of correspondence courses, the applicant should submit the correspondence school certificate to a local high school for evaluation. If the school would grant a diploma based on the correspondence work, then we would accept it as equivalent.

College

The requirement "graduation from an accredited college" is interpreted as satisfactorily completing the requirements for a bachelor’s degree from an accredited college or university. You can ensure the college or university is accredited through a simple Google search.

- If a recruitment is conducted near the close of a normal semester and new university graduates are a good source of applicants, the analyst can consider applicants not currently meeting the minimum requirements of graduation from an accredited college. If it is later learned they did not complete the required courses or the degree was not conferred, their eligibility may need to be removed.
- The education requirement, graduation from college "with specialization in" or "with major work in" a certain field means an academic major in the field specified or an equivalent combination of credits to equal that major. If in doubt, a recruiter may request transcripts be submitted to identify related coursework. Transcripts do not need to be official copies.
- Even though an academic year is usually nine (9) months, in determining credit to be given, three (3) quarters totaling forty-five (45) quarter credits are equal to one year and two (2) semesters totaling thirty (30) semester credits are equal to one year.
- If transcripts are reviewed by the analyst and the applicant is still denied, and an applicant contests the rejection, he/she should be advised to have a written evaluation made by an accredited university or college and that whatever credit that institution allows would be accepted.

Establishing Experience/Education Equivalencies

There are some classes for which we cannot accept any equivalency such as those with license requirements (i.e., Nurses or Engineers).

There are other classes for which we cannot accept experience in lieu of education, such as Accountants or Actuaries, but where it <u>may</u> be appropriate to accept education beyond the minimum as being equivalent to part (or all) of an experience requirement.

There are classes where a higher-level position in a series, i.e., Engineer III, requires only professional certification to qualify. The next lower level in that series provides a <u>specific equivalency</u> of a bachelor's degree in selected majors and experience in a specific field. If an applicant for a position at the II level has the professional certification but lacks either the specific degree or the specific experience, it would be appropriate, as a rule to accept that applicant.

Determining equivalent coursework to "a major in" or "specialization in" a certain field varies. For example, an applicant may not have a required major but will have an equivalent combination of credits to equal that major. For example, a position requires a bachelor's degree in Business Administration. The applicant has a bachelor's degree in Physical Education with a minor in Business. This applicant also has enough undergraduate credits in business-related courses (separate from and in addition to the bachelor's curriculum) that, when added to the credits attained for the minor in Business, are equivalent to a bachelor's degree in Business.

- The General Catalog from the University of Nevada may provide the information needed in determining equivalent coursework. Refer to the college conferring the degree, i.e., the College of Business, and carefully review the degree requirements. Take special note of whether the courses are a definite requirement or can come from a menu of electives. Some courses are "core" requirements for the university, some are required from the "major" field of study, and the balance are from a variety of electives. Some electives may also come from a specific area of concentration.
- Many courses of study or foreign university degrees or majors are not obvious and may be difficult to determine. If there are any questions on a university's accreditation or the acceptability of coursework, contact the Admissions and Records Office at the University for clarification. If the University or The Community College System confirms that the course or degree is accepted for continued study, DHRM would also accept it toward qualifying. Applicants can also be referred to Academic Evaluation Services, Inc. (AES) Educational Credential Evaluators Inc. (ECE) Educational Perspectives (EP) World Education Services (WES) for evaluation of their credits.

When applying any equivalency, care needs to be exercised that the education and/or experience that is accepted is equal to or greater than that which is required. This is where we most often apply the "two years of college equals one-year experience" formula which is detailed in the section below.

Whenever an equivalency standard is established, either as additional clarification or where no standard was provided or accepted in the past, that standard should be documented.

Guidelines on Experience/Education Time Equivalencies

Class specifications may provide specific equivalency statements for education and experience. When there is no specific time substitution provided in the class specification, the following will apply:

- Undergraduate work (B.S. or B.A. degree and college level work):
  - Experience for Education: One (1) year of experience = 2 years of relevant college. To break it down further, 6 months of experience = 1 year of relevant college.
  - Education for Experience: To substitute education for experience, two years of relevant college education may be substituted for one year of required experience. That is, 2 years of relevant college = 1 year of experience; or 1 year of relevant college = 6 months of experience. You can also multiply any relevant semester credits by .2. For example, 15 relevant (semester credits) = 3 months of related experience. If the recruitment requires experience on a year-for-year basis, the credits should be multiplied by .4.

- Post-graduate Work (M.S., M.A., J.D., and Ph.D. degrees and graduate level work):
  - Experience for Education: One year of professional or higher-level experience in the specific field may be substituted for a completed post graduate degree.
    - Related Master's degree= 1 year of required experience
    - Related PhD=1 years of required experience
    - If an applicant had both a related master's degree and PhD, two years of experience may be granted (unless otherwise specified in the class specifications).

Evaluation of Experience

Applicants must provide complete information regarding their employment history as requested on the application to properly evaluate applications for minimum experience requirements

Indicate Qualifying Experience

When evaluating the application, the recruiter should note which work is being accepted in the "Employment Notes" section. Likewise, if the applicant does not have the required experience, this should also be noted.

Length of Experience

Dates of employment must be carefully reviewed for accuracy (no exceedingly overlapping time-frames or miscalculated time) and hours worked per week must be clearly defined.

- Experience requirements are evaluated at full time equivalency which NVAPPS will calculate.
- There is no extra credit given for hours worked in excess of full time.

Pro-Rating Experience

Minimum qualifications vary from specific to broad. When evaluating applications against occupation specific MQ's, certain types of experience need to be quantified - that is, only the percentage of time spent performing relevant duties are accepted and pro-rated to their full-time equivalent. This typically occurs when the primary focus of one's background is unrelated to the job for which application has been made.

An example is a secretary who applies for an engineering technician's job. The relevant experience includes one position spending 50% of the time performing secretarial duties and 50% of the time performing engineering technician duties. Credit is given for the time performing the engineering related duties, but no time is accepted for the secretarial duties because that aspect of the job is unrelated. In this case, assume the MQ's require two years' experience in engineering technician work. The applicant has four years in the position being evaluated. Therefore 50% of that time pro-rated equals two years of the required experience and the applicant qualifies.

There are often applicants whose backgrounds are so directly related or interrelated that such a breakout is unnecessary. An example is an Accountant who applies for a Management Analyst position - separate occupations but interrelated to such a degree that no breakout is necessary. The applicant would be given full credit for time in the accountant position.

In making determinations on experience that is related or interrelated, especially when the MQ's do not specify specific occupational experience, the KSA's should be reviewed to provide guidance as to appropriate qualifying occupations.

Condensation of Experience

When describing their experience, applicants frequently combine all experience with one employer and describe it at the latest/highest level. If the MQ's require a specific amount of experience at that higher level and the applicant does not indicate other qualifying experience or education equivalent to that higher level, it then becomes necessary to verify the exact amount of time the applicant has been performing at that level. If such a breakdown is needed, the application should be returned (if possible) with the request for the applicant to break down the positions by title.

Volunteer Experience

Volunteer work is qualifying if the nature and scope of the experience is directly comparable to that required by the minimum qualifications. Volunteer experience is defined as work performed on a reoccurring basis for an organized volunteer group or organization whose sole purpose is to provide a discernible, recognized service.

Guidelines on Interpretation of Experience Levels

Minimum qualifications typically require a specific type and level of experience. A distinction should be made between the type of experience specified in the minimum requirements and other types of experience in the same occupational field which may or may not be acceptable.

The definitions of work experience levels which follow are to be used as guidelines to help the reviewer in evaluating experience. To qualify under one of these categories the experience must be performed to such a degree that it took on the characteristics of a majority of the definition.

- Professional: is described as creative, analytical, valuative and interpretive, and there is applied a range and depth of knowledge and judgment that can be acquired only through a thorough familiarity with all the theories and assumptions of the field. Typically, though not mandatory, this depth of knowledge of the professional field is acquired through completion of a full curriculum at an accredited college or university. Professional work is characterized by the application of natural law, principle or theory; the evaluation of research data collected; and the assessment of proposals for changes and improvements. Responsibility in the professional field involves the ability to reason from existing knowledge to unexplored areas; to adopt methods to samples that deviated from the standards; and to stay abreast of and to evaluate technical subjects, analyses, and proposals in the professional field.

- Technical/Para-/Sub-Professional: involves the application of a variety of processes and procedures based on pre-determined practices and precedents acquired through on-the-job training and experience. Generally, it does not include responsibility for predicting the effects of procedural changes or for appraising the validity of results on the basis of theoretical considerations.

- <u>Journey Level</u>: for purposes of recruitment and examination, it can best be described as that level within a class series that will be attained providing the qualifications (education and experience) and standard job performance are satisfied. A journey level may exist within the professional as well as pre- or sub-professional area. It is important to keep in mind the definition of journey level is a variable and at times difficult to describe especially for professional and scientific jobs. It may vary for different occupations, and one absolute definition cannot hold for all occupations.

- <u>Supervisors:</u> assign and distribute work to subordinates; instruct subordinates in specific methods and work techniques prescribed by a higher level official; answers subordinates questions about work and demonstrates proper work methods; sees that subordinates perform satisfactory work of the quality specified by higher officials; maintains the flow and quality of work in the unit to assure timely accomplishment; reports production and other problems to a higher level official; reviews completed work and accepts or rejects it on the basis of established quality standards; provides on-the-job training to subordinates; approves leave for subordinates for short periods or emergencies; completes performance evaluations of subordinates; makes recommendations to a higher level official concerning the selection, promotion, or reassignment of workers.

    - Please also refer to NRS 288.075, NRS 284.337, and NRS 284.498.

- <u>Manager:</u> plans the overall work operation, establishes priorities for the subordinates, sets deadlines, and makes adjustments in the subordinate organizational structure to accommodate the varying capabilities of individual employees, short range shifts in the workload, and absences of workers; plans, selects, and devises work methods, work procedures and workflow; issues oral and written instructions covering work to subordinate supervisors and workers; recommends to higher officials the standards of quantity and quality of work; assures the completed work meets the required standards of quality, timeliness, and cost; interviews and selects employees for the unit, determines their training needs, and recommends training programs.

    - Please also refer to NRS 288.075, NRS 284.337, and NRS 284.498.

- Administrative-Executive experience: involves planning the nature, content and extent of the work operations for achievement of both short and long range objectives; determines the subordinate organizational structure, work operations, work methods and procedures and workflow, and makes adjustments to reflect changes in objectives, operations and relationships with other organizational units; formulates, prepares and defends budget and manpower requests and manages the organizational unit to make best use of the funds and staff provided; establishes priorities and allocates available equipment, materials, funds and manpower; approves standards establishing the quantity and quality of work; reviews work in terms of accomplishment of program objectives; selects subordinate supervisors and managers.

Note: Staff should refer to the State's Classification Compensation Plan for specific classification guidelines regarding classified positions.

Application Rejection

All applicants not meeting the requirements of the position(s), as stated on the job announcement, are inactivated from the recruitment and notified via email through NVAPPS as to the reason for rejection.

Prompt Review and Notification

Applications should be evaluated and reject notices sent as soon as possible to allow applicants time to respond prior to a recruitment being finalized. If time is short, it may be necessary to contact the applicant by phone to get clarifying information or to request documentation, e.g., transcripts or proof of license; however, ultimately the applicant is responsible for submitting a completed application.

Document Reason(s) For Rejection

Recruiters should indicate the reason for rejection in the "Employment or Education Notes" box (e.g. short on time, lacks relevant experience, no degree, etc.)

Review with Applicant

An applicant may wish to know specifically why he/she was rejected. The applicant should first contact the recruiter for further explanation. The recruiter should then explain the application rejection.

If the rejection was for not meeting the minimum or selective qualifications:

- Explain what the position specifically requires.
- Explain what your evaluation of the application found.

- If the recruitment is closed, explain you cannot take "additional information" (e.g. new education or employment) after the closing date
- You may take "clarifying" information (e.g. expansion of duties already listed) if time allows.
- Explain any equivalencies that could be accepted.
- Explain why specific requirements are necessary to position.
- Listen to applicant and ensure you have thoroughly evaluated the information that was provided.
- Depending on when the applicant contacts the recruiter, if rejection was for incomplete or missing information, allow reasonable time (e.g. 3 days) for submittal of specific documentation e.g. transcripts, typing, certification, licensure information unless this will cause significant delay to the recruitment process.
- Point out classes the applicant will qualify for and suggest they apply when recruitment is open.
- If an applicant still feels strongly that he qualifies, the applicant may request a review by the recruitment supervisor no later than 30 calendar days after the applicant receives notification that they do not qualify (see NRS 284.240 and NAC 284.3745 for full appeal process). This does not necessarily mean that a recruitment will not be finalized while an applicant appeals.

Erroneous Rejection of Application

When it is found that an application was rejected through an error on the part of the recruiter

- The applicant should be notified immediately.
- The applicant should be scored on training and experience evaluation (if applicable).
- The certification of eligible applicants should be delayed until applicant has completed exam, if needed, or
- If list has been certified, the agency should be immediately notified and if no appointment has been made the list should be canceled and re-certified once applicant completes exam process (if needed).

Processing Agency Announced Recruitment

Once the recruitment has closed, any remaining applications are reviewed to determine eligibility. Inactivate and Notify applicants who do not meet minimum qualifications/promotional eligibility. If there are more than five qualified applicants, they will proceed to the examination phase of the recruitment as specified on the job announcement, if applicable.

EXAMINATIONS

The purpose of examinations is to provide the best and most efficient method in which to evaluate/test candidates for possession of knowledge, skills and/or abilities determined necessary to successfully perform the duties of a class.

Overview

Examinations for positions in classified service may consist of: an evaluation of training and experience, a performance examination to test a skill or ability such as the operation of certain equipment or physical fitness, an application evaluation, or any combination of these. Examinations may be scored or unscored, ranked or unranked, structured or unstructured.

- <u>The Training and Experience Rating Plan</u>: Evaluates applicants' education and experience as it relates to specific types and levels of education and experience which have been determined critical and necessary to perform the duties of a class and provides a rating of the applicants' relative likelihood of "success" in that job class. The training and experience evaluation are based on the premise that past performance is an indicator of future performance. This exam type is frequently used as it is highly efficient in both development and administration. It is less human resource intensive than other formal exam processes as candidates do not have to be scheduled to appear for the exam.

- <u>Performance Examinations:</u> These are used to test very specific skills or abilities. The most common are physical agility, typing and shorthand exams. Physical agility exams are scheduled, administered and scored (pass/fail) by the hiring agency (i.e., Department of Corrections, Department of Public Safety, Wildlife, etc.).

- <u>Application Evaluations:</u> Are used when applications are reviewed solely based on qualifications. Hiring managers then ascertain the best suited candidates for the position through the interview process.

- <u>Possession of Professional Certification or Licensure</u>: In some instances, may eliminate the need for a formal examination. Examples of this are Professional Engineer or Nursing Certification Since the requirements to possess such a license or certification are valid, it is unnecessary for us to further test these applicants.

- Agency Interviews: Are used when five or less applicants qualify for a promotional recruitment. The formal exam process is waived, and the appointing authority must interview all qualified applicants and may appoint any one of them. The term of eligibility on such a list is for the immediate vacancy only.

Examination Review

Prior to the recruitment being announced, the staffing specialist must review the existing exam to determine the following:

- If the existing exam plan needs to be amended to provide a more efficient selection procedure.
- Is the existing exam effective?
  - For example, an existing T&E which was developed to evaluate promotional only candidates for an advanced technical class does not effectively evaluate and separate average candidates from the more qualified candidates. The experience required in the elements is too general and all the candidates have basically the same experience and training. If this T&E truly reflects all the critical and important experience and education needed for this position, the selection device should be changed to one that can more accurately identify the more qualified candidates.
- Are the exam questions and/or content appropriate to the position, i.e., does the exam fit all positions in the class or was it established for a selective position only?
- Does the exam have problem questions or outdated technical data?
- If a requirement for the class is professional certification/registration can the exam be waived?

On occasion, the hiring agency will request a change in the exam type or indicate a need to amend the existing exam. Ideally, the exam type should be changed only when it will improve the effectiveness of the selection process. The section supervisor has the authority to amend or develop an examination after reviewing the information submitted by the staffing specialist or hiring department.

Exam Development Defined

Any change to an examination or examination plan or creation of a new exam is considered developing/amending an examination. All exam amendments/developments must be approved by the Supervising Analyst prior to implementation.

Job Analysis

Although exams developed in DHRM do not go through the formal validation process, before any major change is made to an exam or exam plan, a thorough job analysis insuring content validity should be performed following the process outlined below.

- Select Subject Matter Experts - identify the agencies utilizing positions in that class.
  - If there are multiple agencies, select those agencies where the majority of the positions are represented.
  - Contact HR Representative for those agencies and request names of subject matter experts for that class. Contact SME's to request their assistance in the job analysis.
  - If positions are all located in one agency, one SME is sufficient.
  - It is suggested that no more than three SME's be chosen for the job analysis session to provide for a more efficient process.
- Review the class specifications prior to meeting with SME's. Highlight KSA/tasks you believe to be critical or important to the job.
- Using the "Job Analysis/Exam Development" form, meet with SME's, discuss KSA/task statements and document which to include on the job analysis form based on SME's input.
- Assign a code rating the level of importance each KSA/task has to success in the job, per SME's input. (Level of importance codes are defined on the bottom of the job analysis form.)
- Exam questions and/or T&E elements can now be developed to examine or evaluate for the KSA’s/tasks rated at the critical to important level on the job analysis form.

Examination Security

All examinations are kept confidential and are the property of the Department of Human Resource Management (DHRM).

EXAMINATION SCORING

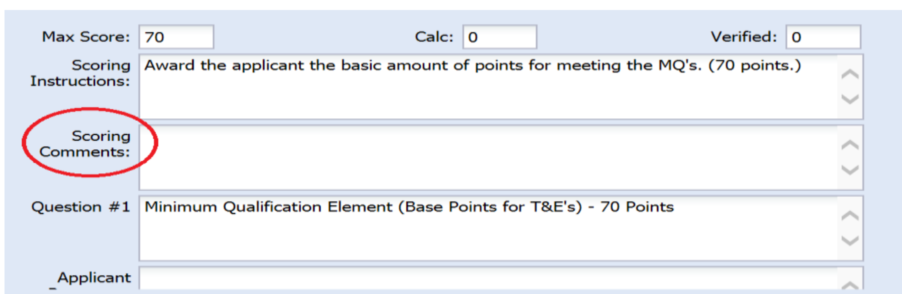
Once the examination has been completed, the next step is to score the applicants. Procedures will differ depending on the type of exam given. For Training and Experience exams, NV APPS provides a space for applicants to provide responses to the exam questions and a place to score the exam. There are scoring instructions for each exam. Please note that applicants MUST complete their responses to the exam questions in the space provided to allow all applicants the same amount of space for responses and to allow hiring managers the chance to view such responses.

Scoring Training and Experience

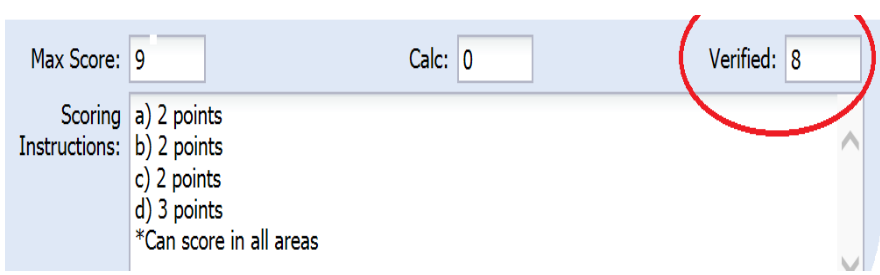
Subject matter experts can be used in the evaluation process to participate in the evaluation and scoring of the T&E, provide technical assistance to the staffing specialist in the interpretation of technical terms/procedures used by applicants, and assist the staffing specialist by explaining technical aspects of elements prior to scoring. However, some T&Es do not require the use of a subject matter expert.

- Scoring: is based on information provided in the application (including any attachments if specifically requested in the exam) and in the responses to the exam questions.

    - The recruiter may withhold points if answers are clearly inconsistent with information on the employment application. This does not apply to specific information submitted in response to the exam questions that would not necessarily be included on a general application submittal. A reasonable effort should be made to clarify inconsistencies whenever possible.
    - It is recommended that the recruiter make notes for points given or withheld in the "Scoring Comments" box provided in NEATS. This documentation will help in explaining and justifying scoring if challenged (as seen below).

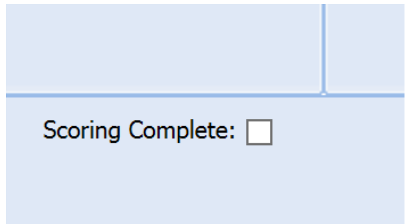


- Scores are documented by:
    - Recording the points earned in each element/area on the T&E scoring form in the "Verified" section.

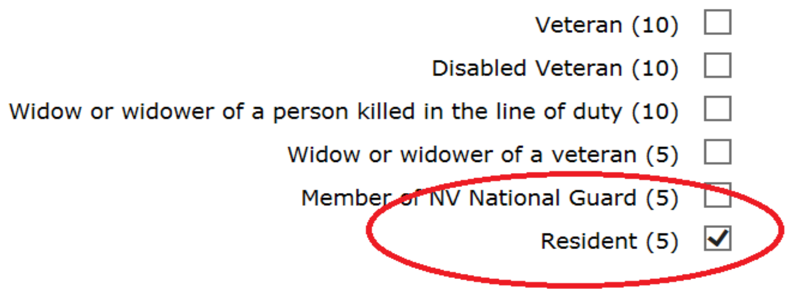


    - NV APPS will calculate the score as points are added.

- When all exams have been scored, the recruiter should go back through each exam and check the “Scoring Complete” box.



- Check that all applicants eligible for Veteran's or disabled Veteran's preference have been properly coded. Also, check for inappropriate coding on applicant's not eligible (no documentation). Ensure that resident points have also been properly added.



- Applicants can view their exam scores in the NV APPS system through their applicant profile in the “Stats” tab under “Exams.”, as well as see their ranking on each exam under the “Lists” tab.

821	04/29/14	Application Evaluation Exam	0.0	0.0	Pass
785	10/31/12	PERSONNEL OFFICER 1 (07.522) Training and Experience Exam	70.0	91.0	Pass
821	10/24/12	Application Evaluation Exam	0.0	0.0	Pass

102215	07.522	09/25/13	R	Recruitment Motor Vehicles	Director's Office	4

RECRUITING: BEYOND THE JOB ANNOUNCEMENT

The purpose of this is to attract a viable pool of well-qualified applicant for the open positions that are being recruited for.

<u>Overview</u>

The Internet and social media have altered the venues and ways to fill positions through advertising. The Division of Human Resources Management has contracted with the Careers in Government website to post all our vacancies across a number of social media platforms such as LinkedIn, Twitter, Google+ and Facebook to reach more than 15-million job seekers per month. Jobs are also posted on Zip Recruiter, Glassdoor, Jobs2Careers and Beyond.com to reach an additional 700,000 public sector job seekers per month.

Alternative recruitment methods beyond the normal publication and distribution of the job announcement may be necessary when a position or class is hard-to-recruit or to reach affirmative action goals.

<u>Other Recruitment Methods & Sources</u>

Advertising

For some recruitments a well-designed ad placed at the right time and in the right place will do the job. Keep in mind that advertising is an exercise in marketing. The ad must communicate key information about the job in a manner that will attract the attention of qualified applicants and sell them on the idea of applying for the job.

Media and Social Media

Newspapers; TV/radio (try free public service announcements and lower cost cable channels); trade/professional journals; and Internet job boards such as Careers in Government. Social Media sites such as Facebook, LinkedIn and Twitter networks can be used to notify targeted qualified candidates for certain positions and link them to the websites.

Educational

Colleges/universities (both placement offices and the dean of the college for the field being recruited); high schools; training facilities; trade/technical/vocational schools.

Professional & Other Job-Related

Conferences/seminars; licensing/certification boards; associations and organizations which are occupation-specific; labor unions; agencies or businesses that are closing or cutting back.

Community

Youth boards; neighborhood councils; community leaders; local chapters of national organizations or local organizations which serve protected or special-interest groups.

Government Agencies (Local, State, Federal)

Nevada's Employment Security Department; other state's offices for employment security and personnel as well as the counterpart agencies to the Nevada agency with the vacancy; Nevada's EEO office; city/county HR offices in Nevada (particularly in the geographical area of the vacancy); military separation centers; human service agencies, such as those for welfare and vocational rehabilitation.

Job Fairs

There are several job fairs presented yearly by schools and organizations that can provide applicants with training and experience ranging from minimal/unskilled to skilled trades or recent/soon-to-be college graduates. There are also job fairs given to promote hiring of disabled individuals and displaced homemakers/workers.

The degree of involvement by DHRM or other agency representatives will depend upon the type of job fair being presented (high school fair versus a large job fair with widespread business, academic, community and media support versus a job fair promoting hiring the disabled). Determine ahead of time what the job fair agenda is and what is expected by those attending.

- For the majority of job fairs, DHRM's involvement is limited to providing a large number of job fair attenders with information and/or handouts on current recruitments for state classified positions, answering questions on the application and examination process, and possible interviews and follow-up job developments on any "hot prospects".
- DHRM staff may also present mini-training sessions on applying for state positions, which includes reading and understanding the job announcement, correct completion and submittal of the state application, and the examination and hiring process.