



## PA TURNPIKE COMMISSION POLICY

*This is a statement of official Pennsylvania Turnpike Policy*

**NUMBER:** 2.21

**APPROVAL DATE:** 08-23-2016

**EFFECTIVE DATE:** 08-23-2016

**REVISED DATE:** 00-00-0000

**POLICY SUBJECT:**

Policy for Filling Vacancies

**RESPONSIBLE DEPARTMENT:**

Human Resources

**A. PURPOSE:**

To establish processes for the filling of job vacancies within the Pennsylvania Turnpike Commission (Commission). This policy serves to ensure consistent standards of practice for the requisition process, posting of positions, qualification of candidates, interview methods and selection of candidates to fill vacant positions.

**B. SCOPE:**

Except as otherwise noted, this policy applies to all job vacancies throughout the Commission, with the exception of those vacancies where a collective bargaining agreement or memorandum of understanding provisions apply.

**C. GENERAL POLICY:**

It is the policy of the Commission to establish and maintain an efficient and standardized process for the filling of vacancies, which includes a review of the operational and budgetary requirements of each position by authorized personnel. The Commission recognizes that the hiring of qualified individuals contributes to its overall strategic success and is therefore committed to seek out, identify and select the most suitable candidates for hire or promotion. In doing so, the Commission will comply with all applicable federal, state and local fair employment practices and statutes.

The Commission will hire (or promote) individuals on the basis of their qualifications for the vacancy to be filled and shall not discriminate on the basis of any class recognized and protected by State or Federal Law.

**D. DEFINITIONS:**

Administration Guidelines: The Administration Guidelines are the operating guidelines that outline the procedures and processes used to administer personnel actions for Management and Local 30 First Level Supervisory employees.

Applicant: Any individual, including any current Commission employee, who submits an application or resume or otherwise applies in writing for any vacant position.

Application Log: A listing of all applicants who applied for a particular vacancy, along with the qualification determination of each.

Candidate Recommendation Form: A form which is completed by the hiring department in order to summarize the posting, interview and candidate selection process for a particular vacancy. This form must be completed and submitted to the Human Resources Department, in order to recommend final candidates to fill a vacancy.

Confidential Positions: Positions in which the employee has: (1) access to information subject to use by the Commission in collective bargaining; or (2) is in a close continuing relationship with a Commission employee(s) who is/are associated with collective bargaining on behalf of the Commission. Confidential positions are exempt from the requirements contained in the Recruitment, Interview Process and Candidate Selection Process sections of this policy. The Chief Executive Officer shall, in conjunction with the Director of Human Resources, determine the procedures to be followed when filling a vacancy for a Confidential position.

Department Head: The chief or director whose position is graded at the highest level over an entire department.

Entry-Level Positions: Entry-Level positions are the lowest level of employment in a job class, family, discipline or field. Most Entry-Level positions are considered unskilled or semi-skilled. However, some Entry-Level positions may require post-secondary education. Entry-Level positions are exempt from the requirements contained in the Recruitment and Interview Process sections of this policy. The Chief Executive Officer shall, in conjunction with the Director of Human Resources, determine the procedures to be followed when filling a vacancy for an Entry-Level position.

Hiring Department: The department within the Commission to which a vacant position exists.

Hiring Manager: The department head, or a person designated by the department head, to coordinate the interview and selection process for a vacancy. This person should be in a supervisory capacity, with direct or indirect oversight of the vacant position.

Non-Entry Level Positions: Non-Entry level positions are generally considered skilled, technical and/or professional positions. These positions require some experience or specialized knowledge and often require post-secondary education.

Online Application System: An electronic, web-based program which provides the capability for completing an electronic employment application and a process to apply for available job vacancies at the Commission.

Other Designated Positions: Positions which the Commission has designated as exempt from the requirements of the Recruitment, Interview and Candidate Selection process sections of this policy. Other Designated Positions may include, but are not limited to, positions in which the employee's duties involve public relations or marketing. The Chief Executive Officer, in conjunction with the Director of Human Resources, shall determine the procedures to be followed when filling a vacancy for an Other Designated Position.

Policy-Making/Advisory Positions: Positions for which employment is excluded from unemployment compensation coverage by Article X, Section 1002(11) of the Pennsylvania Unemployment Compensation Law. Policy-Making/Advisory positions are major, non-civil service positions and may include, but are not limited to, the following: Chief Executive Officer, Chief Operating Officer, key support staff who are responsible for developing the agenda for the Commission, legislative liaisons, attorneys, department heads, and other positions that have an influence in determining and implementing policy. Policy-Making/Advisory positions are exempt from the requirements contained in the Recruitment, Interview and Candidate Selection Process sections of this policy. The Chief Executive Officer shall, in conjunction with the Director of Human Resources, determine the procedures to be followed when filling a vacancy for a Policy-Making/Advisory position.

Vacancy Notice: A formal notice, drafted by the Human Resources Department, which serves as an announcement to Commission employees and/or external applicants that the Commission is seeking applicants to fill a position. The notice includes specific details of the position such as salary, job duties and instructions on how to apply for the vacant position.

**E. PROCEDURES:**

1. Job Requisitions

Prior to the posting or filling of vacancies, the hiring department must submit a written request to the Director of Human Resources, requesting that the position be filled. The request should also include the following:

- a. Position title and number;
- b. Date the position became (or will become) vacant and the reason for the vacancy;
- c. Request to post the position (if applicable);
- d. Request to include external applicants in the selection process (if applicable);
- e. Request to advertise the position externally (if applicable);
- f. Justification for filling the position;
- g. Request for a vehicle assignment (if applicable), including justification; and
- h. Signature of the department head.

The Human Resources Department will obtain the relevant budgeting information from the Finance Department and will submit the request through the appropriate levels of approval. The authority and approval levels related to job requisitions are defined in the Administration Guidelines.

## 2. Recruitment

### a. Posting of Non-Entry, Full-Time Positions

#### 1. Internal Postings

- a. Positions that fall under this policy must be posted for a minimum of ten (10) business days to allow current Commission employees the opportunity to apply. (Commission employees may apply for these vacancies, regardless of tenure or union status).
- b. The Human Resources Department will draft a vacancy notice, with instructions on how to apply, which will be posted through the Commission's Online Application System.
- c. Commission employees interested in applying for posted vacancies are required to respond to the job posting in the Online Application System which includes the requirement to also complete an electronic employment application and attach a copy of their most recent performance evaluation (if applicable). This must be completed by the last day of the posting period to be eligible for further consideration.

#### 2. External Postings

- a. If approved, external applicants may be included for consideration to fill these vacancies.
- b. The Commission's Online Application System and other external advertisement methods may be utilized to recruit external applicants, at the discretion of the hiring department, and when the appropriate approvals have been obtained through the requisition process.
- c. External applicants must apply by filling out an electronic employment application and responding to the job posting on the Commission's Online Application System.

### 3. Minimum Qualifications

- a. To be eligible for an interview, an applicant's credentials must meet the minimum qualifications as outlined in the job description. The Human Resources Department shall conduct qualification reviews of all applicants and make a determination as to which applicant(s) for a position are deemed to meet the minimum qualifications.
- b. It is the responsibility of the applicant to demonstrate that s/he meets the requirements of the position by providing all relevant information and credentials on his/her electronic employment application.
- c. All internal applicants will receive notification of their qualification status at the conclusion of the qualification review process.
- d. When appropriate, skills assessments may be conducted by authorized personnel within the hiring department or within the Human Resources Department, in order to determine if an applicant meets the minimum qualifications.

4. Interview Process

- a. The Human Resources Department shall provide an Application Log to the hiring department at the conclusion of the qualification process, along with a copy of all applicants' resumes, applications and performance evaluations (where applicable).
- b. It is the responsibility of the hiring department to schedule and conduct the interviews in accordance with the following procedures:
  1. The hiring manager shall submit the names of the proposed interview panel members to the Human Resources Department for review and approval, prior to conducting interviews.
  2. The panel shall consist of at least three (3) members, with two (2) members from the hiring department and one (1) member from outside the hiring department.
  3. All members of the interview panel must complete the "Interviewing the Job Applicant" training course conducted by the Human Resources Department, prior to serving on an interview panel.
  4. Where operationally possible, the interview panel shall be diverse in nature and shall reflect diversity factors such as gender, race, ethnicity, etc.
  5. Unless otherwise approved by the Director of Human Resources, the interview panel members must participate in all interviews for the position.
  6. All internal applicants who are deemed qualified by the Human Resources Department, must be included in the interview process.
  7. Any external applicants who are deemed qualified by the Human Resources Department may be included for an interview, at the discretion of the hiring manager.
  8. Any applicant who does not meet the minimum qualifications of a position will not be eligible for an interview.
  9. Interview questions will be developed by the hiring department and shall be used consistently for all applicants.
  10. At the conclusion of the interview process, all documents utilized or created, along with each interview panel member's records, will be forwarded to the Human Resources Department. The Human Resources Department will be responsible for retention of these documents.

5. Candidate Selection Process

- a. At the conclusion of the interview process, the interview panel will meet to discuss the results and determine the candidate(s) to be recommended for consideration to fill the position.
- b. The hiring manager, subject to the review and approval of the respective department head, will present recommendations of three (3) applicants to fill the vacancy. This recommendation should be submitted to the Human Resources Department in the form of a Candidate Recommendation Form.
- c. In the event there are not three (3) candidates being recommended for the position, the hiring department is required to provide an explanation on the Candidate

Recommendation Form, including specific details as to why the remaining interviewed candidates are not being recommended.

- d. The hiring department must submit a Candidate Recommendation Form within ninety (90) days of the date in which the Human Resources Department originally forwarded the Application Log and resumes to the department.
  1. Failure to meet this deadline will result in the requirement for a new job requisition to be submitted and approved, along with a new vacancy posting, in order to fill the position. This deadline may be extended at the discretion of the Director of Human Resources, provided the hiring department submits a request to extend which includes justification supporting the extension.
  2. The hiring department may request that the Human Resources Department re-post the vacancy, prior to the conclusion of the ninety (90) days, if the results of the previous job posting failed to yield a sufficient pool of qualified candidates.
- e. The Human Resources Department shall coordinate the salary recommendation and candidate selection processes, along with the necessary approvals, in accordance with the Administration Guidelines.
- f. Upon approval of the recommended candidate and starting salary, a contingent offer of employment (or promotion) will be made as set forth below.

## 6. Employment Offers

- a. Internal Candidates
  1. Once the recommendation of an internal candidate to fill a vacancy is approved, it is customary for the department head or his/her designee to make the contingent offer.
  2. The offer is contingent upon final approval by the Commission and successful completion by the candidate of any required pre-employment screenings.
  3. The effective date of all promotions, transfers, etc., as a result of this process, will be the first day of the pay period directly following the date of Commission approval.
  4. Once approved by the Commission, the Human Resources Department will send a written notice to the internal candidate, including details of the approved offer.
- b. External Candidates
  1. Once the recommendation of an external candidate to fill a vacancy is approved, the Human Resources Department will be responsible for making the contingent employment offer.
  2. The offer is contingent upon final approval by the Commission and successful completion by the candidate of all pre-employment screenings.
  3. The start date of all external applicants must coincide with the first day of a pre-scheduled New Employee Orientation and will be determined based on the candidate's earliest availability and the approval of the hiring department.

4. The work schedule of the external candidate must conform to Commission procedures and may be approved at the discretion of the department head, according to the operational needs of the hiring department.
    - c. At the conclusion of the employment process, the Human Resources Department will notify all candidates who participated in an interview of the outcome of the selection process.
7. The Director of Human Resources shall develop additional procedures to ensure the effective implementation of this policy.

*This Policy Letter supersedes all previous Policy Letters on this subject.*