

# **ST. CLAIR COUNTY COMMUNITY MENTAL HEALTH AUTHORITY**

## **ADMINISTRATIVE PROCEDURE**

Date Issued **01/24**

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### **I. APPLICATION:**

- ☐ SCCCMHA Board
- ☐ SCCCMHA Providers & Sub-Contractors
- ☒ Direct-Operated Programs
- ☐ Community Agency Contractors
- ☐ Residential Programs
- ☐ Specialized Foster Care

### **II. PURPOSE STATEMENT:**

St. Clair County Community Mental Health Authority (SCCCMHA), as an Equal Opportunity Affirmative Action employer, and complying with applicable federal and state laws prohibiting discrimination, including Section 504 of the Rehabilitation Act of 1973, the Elliott-Larsen Civil Rights Act, Public Act 453 of 1976 as amended, the Michigan Handicappers Civil Rights Act, No. 220 of the Public Acts of 1976 as amended, and the Americans with Disabilities Act of 1990, shall post jobs and process prospective candidates without bias or discrimination based upon race, sex, color, religion, national origin or ancestry, age, marital status, disability, sexual orientation or military veteran status.

### **III. DEFINITIONS:**

- A. Candidate: A person who applies for a job.
- B. Internal Candidate: A person who applies for a job and is also a member of the bargaining unit (AFSCME Local 3385 and Local 1518, Chapter 20).
- C. External Candidate: A person who applies for a job and is not a member of the bargaining unit (AFSCME Local 3385 and Local 1518, Chapter 20).

### **IV. STANDARDS:**

- A. The authority shall ensure that all employees have an equal opportunity to bid on job vacancies. The authority shall post a notice of job vacancies on the [www.scccmh.org](http://www.scccmh.org) website, SCCCMHA intranet site and at all of its outlying area locations in a conspicuous place when the authority determines a vacancy exists. The authority shall endeavor, when filling vacancies to appoint whole positions, however, if not feasible, the authority may then split the position between programs and program sites.

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- B. The job shall be posted for at least five (5) working days (excluding Saturdays, Sundays and holidays) for Bargaining Unit employees and may be concurrently posted externally. The application deadline is 5:00 p.m. E.S.T. on the last day of the posting.
- C. SCCCMHA Management has the right to determine the qualifications of any vacant position at the time of the posting (See Union Bargaining Agreements - Article 2). This consists of both the minimum and preferred qualifications of the posted position. These qualifications may change from the previous person who held the position and also may be different for the same classification in different program areas, depending upon the changing future needs of the program.
- D. Job qualifications must be functionally determined (e.g., required by Payer/Rule or have a clinical and/or programmatic basis); and consistent over time, unless a rationale exists to change the qualification(s).
- E. The following is the best practice guideline to be used in developing **Minimum Qualifications** for job postings (See Exhibit B):
  - 1. The minimum qualifications that a prospective applicant must possess to perform the job must be specified on the applicable section of the job posting. There are no exceptions. These qualifications are defined as:
    - a. Minimum Qualifications required by a Payer (e.g., DCH, Medicaid, Third Party, etc.) or functionally determined by programmatic need to perform the posted job. This includes such requirements as:
      - (1) Degree Level & Type (e.g., MSW, MA, BSN, BA, BSW, etc.);
      - (2) Credentials/Licensure Minimally Required (e.g., LMSW, LPC, LLC, LBSW, RN, etc.);
      - (3) Classification Required (QMHP, QIDP, QBHP, etc.).
      - (4) Minimum Years of Experience Required with Target Population(s), as defined by the Payer source(s), applicable to the program setting. Minimum requirements as defined by the Payer Source(s) include all acceptable credentials.
      - (5) The Supervisor should not modify these credentials without clinical rationale. Any modification must still meet the minimum credentials set forth by the Payer.
      - (6) Entry level computer skills.
  - 2. Minimum Qualifications must be met as required by Rule, including the Mental Health Code, DCH Administrative Rule, Federal/State Interpretive Guideline, DCH Policy/Standard, or Accreditation Body to perform a specified job (see section above for sub-areas to address).
  - 3. Minimum Qualifications may be established by management for a specified Union Classification, if not addressed by a payer or rule (e.g., High School Diploma for Aide positions; BA [or equivalent] for Specialist positions; MA for Clinical positions, etc.).
    - (1) Most coordinator positions require a BA degree, unless that position is also performing clinical functions that require a MA degree, as required by a payer or rule.

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4. Other minimum qualifications: caution is advised when imposing other minimum qualifications. However, the Supervisor may do so, but they must have a sound clinical and/or program basis.
- F. The following is the best practice guideline to be used in developing **Preferred Qualifications** for job postings.
1. Preferred qualifications are those qualifications that will be considered when comparing job applicants that meet the minimal requirements. These are “optional” requirements, and the selected candidate does not need to possess the qualifications as stated within the applicable section of the job posting.
  2. The preferred qualifications, however, can be used as part of your screening/interview process, when two (2) or more qualified candidates meet minimum qualifications. Examples of Preferred Qualifications include:
    - a. A more advanced degree may be desired than the minimum qualification (e.g., BA degree instead of a HS Diploma; or MA instead of a BA, etc.).
    - b. Experience with the program’s target population if not required by Rule (e.g., work experience with SED, SPMI, SMI, or ID, etc.).
    - c. Additional years of experience with the target population, beyond the minimum required by Rule.
    - d. Effective communication skills; good verbal and writing skills; etc.
    - e. Experience in a specified program.
    - f. Ability to work in a team setting.
    - g. Experience writing specific type of plans, if not required by Rule (e.g., Behavior Modification Plans, Individual Placement Service Development, Personal Service Plans, etc.).
    - h. Knowledge in Person-Centered-Planning principles.
  3. The development of any preferred qualifications should be based on a sound clinical and/or program basis.
- G. The posting will indicate if a pre-test will be used during the selection process. An established process for any pre-tests will be used to ensure anonymity and objectivity for the test participants during the rating of test results.
- H. At the conclusion of the five (5) day posting, the supervisor shall interview, or if indicated on the posting, schedule a pre-test for all Bargaining Unit candidates who meet the minimum qualifications of the posting, prior to receiving external candidate applications. Internal applicants who pass the required pre-test will be interviewed prior to receiving external candidate applications. Internal applicants who have been reprimanded within the past thirty (30) days or suspended within the last twelve (12) months are eligible for disqualification at the discretion of hiring supervisor/management.
- I. If two (2) or more internal candidates apply for a posted vacancy and both meet the posted minimum qualifications, pass a pre-test, if indicated, and are equally qualified, then Article 22 of

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the Union Bargaining agreements takes effect, and the most senior employee will be hired.

- J. The agency may only award the job to an external candidate after all internal candidates meeting minimum qualifications have been interviewed, and not selected, and when the external candidate is superior in experience and skills and is at least equal in education to the Bargaining Unit candidate(s).
- K. When interviews (first/second) are conducted, there must be a set of questions used for all candidates in the interview, with written documentation of results. Refer to forms index for models, which may be customized.
- L. The supervisor may place a new hire (Local 3385 classifications) on the vacation schedule, with approval from the associate Chief Operating Officer or program director not to exceed the third step (e.g., 5-9 years), when in his/her opinion it is necessary for the recruitment of an individual with the education and experience desired for the position being recruited. A new hire so placed will remain at the initial placement level until such time as their actual years of service with the agency permits advancement to the next level
- M. A Local 3385 employee who has applied for and been awarded a position in a different classification may elect to return to his/her former classification during the trial period. An employee who fails to satisfactorily complete the trial period shall be returned to his/her former classification. Chapter 20 employees return to his/her former position.
- N. A trial period for all bargaining unit employees who are promoted or awarded new positions into a different classification shall be provided as follows:
  - 1. Sixty (60) calendar days for para-professional and clerical classifications.
  - 2. One Hundred twenty (120) calendar days for professional classifications.
- O. An employee in both Local 3385 and Chapter 20 who is granted a transfer request, and employees on temporary assignment, must successfully complete a ninety (90) day trial period.
- P. In the event that the employee is not retained at such location, program or division, the matter shall not be subject to the grievance procedure. The Local 3385 employee shall be returned to the former location, program or division. The Chapter 20 employee shall be returned to his/her former position.
- Q. Employee requested transfers will not be honored more than one (1) time in a 12 month period. management will give any second request reasonable consideration, however the final decision is at the sole discretion of management. Additionally, transfers and upgrades to higher level positions should not be requested and will not be honored if the employee has been reprimanded within the past thirty (30) days or suspended within the last twelve (12) months. It is at management's sole discretion to deny a transfer request when it is determined that it would be too disruptive to the program.
- R. When SCCCMHA employees are transitioning from one program to another, time frames for

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transition plans are:

1. Clerical – two (2) weeks from date of hire.
2. Clinical Staff – four (4) weeks from date of hire.
3. Other Professionals – two (2) to four (4) weeks from date of hire.
4. Paraprofessional Staff – two (2) weeks from date of hire.

Extensions to the time frames can be made if mutually agreed upon, in writing. In the event of extenuating circumstances follow the Policy Exception Administrative Procedures #01-002-0040.

- S. SCCCMHA requires that employees who operate an agency vehicle on a regular basis, use agency vehicles in the transportation of individuals served, transport individuals served in their own vehicles, and an employee who controls the dispatch of such vehicles and the immediate supervisor of such employee participate in pre-employment and random drug and alcohol testing. See Alcohol and Drug Testing administrative procedures #06-001-0010.
- T. Letters of hire for regular part time employees must specify the range of hours an employee will be working per week.
- U. SCCCMHA requires that all employees must have three references, a criminal background check, a Recipient Rights check, a Department of Health and Human Services check (direct care only), and a pre-employment drug screen. A tuberculin skin test will be required for specific positions only.
- V. All references and primary source verification, and any other required documentation related to qualifications is to be submitted/verified/provided prior to an offer of employment.
- W. SCCCMHA requires that all professional newly hired direct care employees (case manager/support coordinator/mental health specialist, registered dietician, registered nurse, occupational therapist, speech therapist, clinician, program coordinator, or clinical coordinator, assistant behavior analyst, behavior analyst, etc.) and students complete an application for Privileging & Credentialing when they report to program operations their first day of employment, or to their placement site. See Privileging and Credentialing Committee administrative procedures, #01-003-0011.
- X. The experience gained in a position within the bargaining unit by an employee performing temporarily in another position within the bargaining unit position shall be taken into consideration for the purpose of job bidding and selection, including experience gained while temporarily replacing an employee on a leave of absence. (For Local 3385 positions only.)
- Y. The Authority shall provide the union President or Chairperson with the names(s) of applicant(s) who are awarded union jobs.
- Z. Letter of Hire for REGULAR FULL TIME employees must specify that the new employee will not be participating in the Social Security system, but in a Social Security Alternative program, and must also indicate any time frame to obtain full licensure, if required for that position.

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- AA. SCCCMHA will follow Medicaid Bulletin MMP 23-02 for as long as it is in effect, which allows Medicaid to cover and reimburse outpatient behavioral health services provided by graduates of master-level psychology, social work, counseling, etc. who have completed all requirements for a limited or temporary license from LARA but have not obtained the license. These graduates must be supervised by a Medicaid-enrolled, fully licensed provider and bill under the NPI of the supervising billing provider. This is intended to be a temporary, time-limited allowance for graduates. Continued employment is contingent upon compliance with the conditions of the Bulletin and receiving a license from LARA, and this will be included in the letter of hire.

V. PROCEDURES:

A. Position Postings

**Supervisor**

1. Identifies a resource need (either a staff vacancy or additional staff needed) in the program.
2. Discusses with the appropriate Director the staff resource issue.
3. Completes a job posting request through ADP.

**Director**

4. Schedules meeting if necessary with Chief Executive Officer to identify funding for position from within division/program budget. If approved, continue posting process. If denied, or inadequate funding exists, stop process.
5. Determines if vacant position will be:
  - a. Posted: continue process (See Standards for guidelines);
  - b. Redirected: continue process if redirected to staff;
  - c. Frozen: stop process; or
  - d. Denied: stop process.
6. Updates the request as indicated.
7. Approves or rejects the job posting request in ADP.

**Staffing Recruiter Specialist**

8. Reviews the log of staff requests for transfer that fit the potential position.
9. Determines if any candidate meets the minimum requirements for the vacant position.
  - a. Notifies program director(s) and current supervisor that transfer request meets qualification and could be honored.

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**(Note: No posting required; stop process)**

- b. Posts position, if it is decided that no transfer request will be honored
- 10. Ensures posting is announced to all programs and forwarded to outlying area locations for display on the program's employee bulletin board, and that it is posted on the agency website.

### **Human Resources Secretary**

- 11. For externally-posted position, shares job posting on external job boards including Indeed, Handshake, etc.
- 12. Maintains a Posting Log of requisition numbers for each position, application dates, employee status and program location, etc.

## **B. Selection/Interviewing**

### **Staffing Recruiter Specialist/Designee**

- 1. Reviews all applications to determine if minimum qualifications are met.
- 2. Forwards qualified internal applications in ADP to Supervisor.
- 3. Notifies internal applicants not selected for interview and/or testing and/or not qualified for the position via email.

### **Supervisor**

- 4. Reviews applications and updates candidate statuses in ADP for those selected for pre-testing and/or interview or rejected.

### **Staffing Recruiter Specialist**

- 5. Notifies each Bargaining Unit candidate via email that he/she was not selected for the position, if applicable, as well as to internal candidates who did not pass pre-test, if applicable.
- 6. Reviews external applications/resumes for minimum qualifications upon notice from the Supervisor that Bargaining Unit applicants were interviewed and not awarded the position. Makes notations of any special factors for Supervisor's consideration.
- 7. Forwards qualified external applications in ADP to Supervisor.

### **Supervisor**

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8. Reviews applications and updates candidate statuses in ADP for those selected for pre-testing and/or interview or rejected.

### **Human Resources Secretary**

9. Contacts candidates chosen for interview and establishes mutually convenient dates and times for interviews.
10. Books calendar(s) and room for interviews. Notifies reception of incoming guests.
11. Assists Supervisor in preparing interview questions by utilizing a previously-used and approved standardized set or creating/adding new standardized questions. Ensures questions are asked in the following categories: Educational Credentials; Job-Related Experience/Knowledge; Problem Solving/Decision Making; Interpersonal Skills/Emotional Intelligence; Teamwork/Project Management; and Overall Interview Performance.

### **Supervisor and Other Interviewers**

12. Follows the procedures outlined in The Successful Interview (Exhibit A; also available on forms index).
13. Informs the applicant before he/she leaves the interview that there are other candidates to interview and the intent is to arrive at a decision by a particular date.
14. Completes Interview Evaluation Form (available on the forms index) immediately following the interview.
15. Determines if any candidate(s) will be chosen for second interview.
16. Conducts second interview when needed, using same procedures outlined above.
17. Contacts Employee/Labor Relations Manager to schedule Profile XT assessment for classifications of mental health assistant, lead clerical, casemanager, clinician, or supervisor, if determined necessary. Employee/Labor Relations Manager forwards results to supervisor immediately upon completion by candidate.

### **Human Resources Secretary**

18. Collects interview notes and scores. Calculates scores for all applicants interviewed and returns to Supervisor for review.

### **Supervisor**

19. Determines whether or not to make final offer of employment.
20. Informs Staffing Recruiter Specialist of decision(s).



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### C. Hiring

#### Supervisor/ Director

1. Determines the salary to be offered and the starting date, which should be on a Monday at the beginning of a pay period. Submits rationale on Vacation Schedule Variance (#724 in Forms Index) for approval and signature from the applicable director if necessary to negotiate a new hire's vacation schedule. See Standard L and Local 3385 Union Contract.
2. Informs the Staffing Recruiter Specialist of the applicant's date of hire.

#### Staffing Recruiter Specialist

3. Contacts the applicant and makes verbal offer of employment.
4. Confirms the offer of employment in writing (sample letters on Forms Index) contingent upon completing necessary pre-employment screening and includes instructions to the new employee to report to Administration at 8:30 a.m. on the morning of his/her first day of work (typically this is the first Monday of a pay period). Requests that new employees bring two (2) forms of identification, such as driver's license and social security card, birth certificate, or passport
5. Ensures the letter of hire references the stipulations in Medicaid Bulletin MMP 23-02, if applicable (see Standard AA).
6. Sends the following information via email to candidate selected for the position:
  - a. Offer Letter
  - b. Union Contract
  - c. Policies
    - i. 06-001-0010 Personnel Alcohol and Drug Testing
    - ii. 08-001-0010 Computer Information Systems Security
    - iii. 06-001-0160 Personnel Personal Use of Cell Phone
    - iv. 06-001-0150 Personnel Dress Code
  - d. Background Check forms
  - e. References and Supplemental Documentation form (through ADP)
  - f. New hire paperwork
  - g. Benefits Overview
  - h. Benefit Book (full-time)
  - i. Retirement Options (full-time)
  - j. Statement Concerning Your Employment in a Job Not Covered by Social Security (full-time)
  - k. NPI Instructions (direct-care)
  - l. Drug screen instructions

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7. Directs candidate to complete a., d., e. and f. within specified time period.
8. Directs candidate to complete k., and l. by the Monday before their start date.
9. Ensure copies of the letter of hire are sent to the personnel secretary, supervisor, appropriate program director, chief financial officer, and payroll account clerk before the employees' start date.
10. Informs all interviewed applicants that are not offered employment of rejection via email.

### **Human Resources Secretary**

11. Documents on Posting Log the name of the person awarded the position
12. Documents on the tracking spreadsheet if the new hire falls under Medicaid Bulletin MMP 23-02 (see Standard AA) and communicates this to the Supervisor, Data Management and the P&C Chairperson so that all parties are aware and clear on requirements and expectations.
13. Ensures copies of the rejection notifications and applications/resumes and interview notes/scores are stored in an administrative or personnel file or available on the SCCCMHA hiring software.
14. Maintains all notifications of rejection and applications/resumes in the administrative files/hiring software for a period of three (3) years.
15. Refers to administrative procedures #06-001-0085, "Personnel: New Employee Processing" for processing of a new employee.

#### **VI. REFERENCES:**

None Available

#### **VII. EXHIBITS:**

A. The Successful Interview

#### **VIII. REVISION HISTORY:**

Dates issued 08/86, 10/89, 12/91, 10/94, 05/97, 10/98, 10/00, 12/01, 10/02, 10/04, 06/08, 09/12, 01/14, 03/15, 03/16, 03/17, 03/18, 05/19, 07/20, 07/21, 07/22.

## **THE SUCCESSFUL INTERVIEW: Getting the Right Person the First Time, Every Time**

The success or failure of a job interview relates directly to the amount and type of preparation that is put into it. Too many supervisors prepare for an 8:30 a.m. interview at 8:15 a.m. (quick glance at application, resume). Later they seem surprised that they've hired the "wrong" person or when a very qualified applicant turns down an offer of employment.

### **Step 1: Preparing for the Interview**

- Discuss the vacancy with your immediate Supervisor. Determine to what extent they will be involved in this process.
- Know the job to be filled  
→ Develop a draft FJTL
- Study data from Personnel (i.e., application, resume if available)  
Look for:
  - Frequency in job changes
  - Order of jobs held
  - Unexplained gaps in employment
  - Reasons for leaving past employment
- Schedule adequate time for each interview, with a short break between appointments.
- Make any arrangements necessary to reasonably accommodate any disability the person may have.

### **Step 2: Conducting the Interview**

- Beginning the Interview
  - Greet the applicant cordially
  - Introduce yourself
  - Seat him or her comfortably
  - Establish rapport: adopt an informal, interested and sincere manner
- Breaking the Ice
  - Start the interview with some small talk. Try to make the applicant relaxed and responsive. Let him or her know how much time has been allocated for the interview.
  - Respect individuality and preserve self-confidence of applicant.
  - Try to provide an informal, relaxed atmosphere which stimulates the free exchange of information.
  - Begin by commenting on some item on the application or in the resume.  
You might say something like:

*"I'd like to talk to you about your experience and educational background. It's the best way to determine whether or not we have an opportunity here that is suited to your interests and talents. So please feel free to talk about your schooling, interests, hobbies or anything else that you think would help me to get to know you as a person."*

Suggest that they keep this in mind when answering the questions you are about to ask.

- Begin asking the standardized questions from the "Interview Questions" format. Near the end of the interview advise the applicant that prior to making a final decision, you will need to check references and and a criminal background check, which they had authorized during on-line application process.

**CAUTION:**

Three (3) problem areas to avoid when asking questions during the interview process:

- 1) Dependents and marital status. Don't ask about marital status or the number of dependents, since the information is frequently used to discriminate against women with dependents. Questions about the length of residence and whether applicants own their own homes are also illegal. There is no way the answers to such questions should constitute a bona fide occupational qualification.
- 2) Arrest records and military discharges. While federal and state law permits questions about felony convictions in most instances, some states require that such questions be accompanied by statements that convictions will not automatically disqualify job applicants.
- 3) Health and handicaps. Broad questions that result in the disclosure of information about health and handicaps could produce illegal discrimination. Limit questions about health and handicaps to those that directly affect job performance, e.g., "Do you have any handicap or physical or mental limitations that will prevent you from successfully performing the job for which you have applied?"

**Caution:** Even a question like that can be illegal if you ask it of an individual who's protected by the Americans with Disabilities Act. The ADA makes it unlawful for employers to discriminate against an individual in regard to hiring or discharge, compensation, training and/or advancement.

**Step 3: Evaluating the Process; Selecting the Best Candidate; Following-Up**

Immediately after each interview you should transfer all information and test results to the Interview Summary Sheet. Proceed to check references, via intranet or by telephone if necessary.

**REMEMBER:**

Every hiring decision should be documented with a checklist of information (Exhibit E) to be verified from the resume and the application, including:

- Contacting previous employers, verifying dates of employment, salary history, job performance, relationships with co-workers and reasons for leaving employment.
- Checking with colleges/universities/trade schools/business schools to verify information.

**Step 4: Making Your Decision**

- Consult with your Supervisor prior to making the final decision.
- You may wish to reference the administrative procedures on posting/selection/hiring.

*Sources of information: "Effective Interviews for Every Situation" by Alexander Hamilton Institute, 1991.*