



RULE 3 - SELECTION PROCEDURES

Applies to all County classified and unclassified positions except for County Administrator, Deputy County Administrator, Department Directors and appointed Chief Deputies of Elected Officials.

Existing reinstatement lists shall be used prior to the initiation of the recruitment and selection process. Refer to Merit System Rule 4.11.

3.1 REQUEST FOR LIST OF CANDIDATES

Department Directors shall request a list of candidates to fill a vacant position or to establish a Certification List by submitting a Request for Staff to the Human Resources Department.

3.2 JOB ANNOUNCEMENTS

- A. It shall be the duty of each Department Director to notify the Human Resources Director as far in advance as possible of vacancies, or anticipated vacancies, and to cooperate in manpower forecasting and planning.
- B. All position openings shall be posted for not less than five (5) working days. In order to be considered, an employment application must be received by the Human Resources Department no later than 5:00 p.m. Arizona Time on the closing date of the announcement. All positions that are posted without a closing date will allow applications to be accepted until the Human Resources Department receives notification of closure.
- C. Job announcements shall be made available to all County employees on the County intranet and posted at the Human Resources Department, the Cochise County website and such other places as the Human Resources Director may deem appropriate.
- D. Vacant positions shall be publicly posted and externally posted/announced unless an internal-only posting (either county-wide or department-specific) is approved by the County Administrator or Deputy County Administrator. Department Directors seeking such approval shall make a written request to the Human Resources Department justifying why an internal only announcement has been recommended.
- E. The job announcement shall specify the official title, pay range, typical duties to be performed (or where this information may be obtained), minimum and/or special qualifications, the final date for receipt of applications, or statement of open continuous recruitment, and how and where to apply for the position. NOTE: A Department Director, who wishes to underfill a position, must comply with the provisions established in Rule 4.4.

3.3 CERTIFICATION LIST

The Human Resources Department shall establish a list of qualified candidates certified to meet the minimum qualifications, whenever a requirement exists.



3.4 APPLICATIONS

- A. Official Forms: All applications shall be submitted on a Cochise County Employment Application Form. Resumes will not be accepted other than as an attachment to the application.
- B. Submitting Applications:
 - 1. A separate application must be received for each announcement.
 - 2. Applications for open continuous and open-until-filled recruitments may be accepted as the Human Resources Director deems appropriate to meet County employment needs.
 - 3. The Human Resources Director may require applicants to furnish such evidence of character, education, fitness for duty, or other bonafide occupational qualifications as deemed necessary. This evidence shall be furnished by the applicants at their expense. Applicants must meet the minimum and special qualifications specified in the job announcement and these Merit System Rules as determined by the Human Resources Director.

3.5 DISQUALIFICATION OF APPLICANTS

The Human Resources Director may refuse to evaluate an applicant, or after the evaluation process, disqualify a candidate, if it is found that the individual:

- A. Does not meet the preliminary requirements established for the class or position.
- B. Is unable to perform the duties of the job in a safe and efficient manner given reasonable accommodation.
- C. Fails to meet the conditions set forth in the County Drug and Alcohol Policy.
- D. Has made a false statement of material fact or an omission of material fact in a current or prior application for employment with the County.
- E. Has used, or attempted to use, political pressure or bribery to secure an advantage in the examination process or in the appointment to a position in County employment.
- F. Has directly or indirectly obtained or attempted to obtain information regarding the selection process to which the candidate is not entitled.
- G. Has taken part in the selection process in which they are competing.
- H. Has failed to submit a completed application within the prescribed time limits.



- I. Has been convicted of a felony or misdemeanor, taking into consideration the recency and number of convictions, indications of rehabilitation or the lack thereof, and the potential liability to the County.
- J. Has failed to appear for a scheduled test or interview.
- K. Has failed any phase of the selection process.
- L. Has a record of unsatisfactory work performance.
- M. Has been determined by the Human Resources Director to be unsuitable for employment for any job related reason.
- N. Has otherwise violated the provisions of these Merit System Rules, or Cochise County Human Resources Policies or relevant Cochise County policies.
- O. Has been terminated for cause by Cochise County or resigned in lieu of termination within the past ten (10) years.

3.6 AVAILABILITY OF APPLICANTS/CANDIDATES

It shall be the responsibility of the applicants/candidates to notify the Human Resources Director in writing of any change of address, contact information or other change affecting availability for appointment.

3.7 THE EVALUATION PROCESS

A. Screening of Applicants:

Upon the closing of an announcement or, if open continuous or open-until-filled recruitment, when the Human Resources Director deems appropriate, the Human Resources Department will screen all applications for the position announced. Applications which have been timely filed and meet the minimum qualifications as announced will be forwarded to the Department Director. Applicants will be notified by the Human Resources Department that they are not being considered for the announced position due to failure to meet minimum requirements of the position or failure to submit application before the closing date.

B. Certification Lists

1. General:

- a. The Human Resources Department will provide a Certification List of candidates who meet the minimum requirements for the vacant position.
- b. If a valid Certification List exists, the Department will be required to use the existing Certification List before opening recruitment. If no applicant is selected to fill the position and the Department requests a new recruitment, then written justification must be submitted to and approved by Human Resources.



c. The use of an existing Certification List would preclude the requirement for announcing a future vacancy in the same classification as long as the Certification List has not expired.

2. Duration of Certification Lists:

a. Except for Cochise County Sheriff's Office positions and as otherwise provided in this section, Certification Lists shall expire upon completion of ninety (90) calendar days from the time of their establishment or last addendum date unless a Department Director requests an extension, in writing, to the Human Resources Director. An extension, if approved, shall not exceed 180 calendar days. Certification Lists established for job classifications within the Sheriff's Office, to include law enforcement and non-law enforcement personnel, shall expire 360 calendar days from the date of establishment unless extended by the Human Resources Director.

b. The Human Resources Director may abolish a Certification List in the event of changes in class duties or requirements, or new examination, or whenever an existing Certification List has ceased to meet the needs for adequate placement in the County service. Any candidate previously placed on a Certification List will be notified verbally, by mail, or in any other manner prescribed by the Human Resources Director if an active Certification List is abolished.

3. Removal of Names from Certification Lists:

The Human Resources Director may remove the name of any candidate from a Certification List at any time for any reason listed in Rule 3.5 or for any one of the following reasons:

- a. Failure of a candidate to meet the position qualifications.
- b. Inability to locate a candidate after making reasonable efforts.
- c. Request of the candidate.

4. Certification List Error:

Upon review, the Human Resources Director may approve an adjustment to the status or eligibility of a candidate to rectify an error. However, no such adjustment shall have an effect on any appointment already made.

C. Candidate Evaluation:

The Department, with assistance from the Human Resources Department, shall evaluate the applications. The criteria for selection shall include but is not limited to: knowledge, skills, abilities, education and work experience from current and past employment opportunities and compatibility with position. This may include: personal interviews, written evaluations, requisite reference/background checks or any other related employment test to determine



which candidate is most qualified and suitable to perform the duties of the position. Reference checks will be done by the Department, and background checks will be done by Human Resources Department.

D. Oral Interviews:

When an oral board constitutes all or part of the selection process, the Department Director or designated representative may select a panel of two or more persons. The Human Resources Department shall participate in this process to include the review of the interview process, review of the interview panel members, and review of the interview questions. The panel shall interview each candidate in the manner specified by the Department Director and shall rank order the candidates based upon criteria established prior to the initiation of the interview process. A relative of any candidate shall not be appointed to the interview panel.

E. Preference Points:

Employment preference points available: Veterans - 5 points (A.R.S. § 38-492.A), Disabled Veterans - 10 points (A.R.S. § 38-492.D), and disabled persons (non-Veteran) - 5 points (A.R.S. § 38-492.B, C). An applicant who is the spouse or surviving spouse of an individual in a qualifying category will be eligible for the applicable points (5 or 10 points). No person eligible for employment preference points shall be allowed more than 10 point preference. Preference points are only applicable to initial employment and not to promotions, voluntary demotions or transfers. The Human Resources Department will assign applicable preference points to qualified applicants. The Department shall be responsible for contacting the Human Resources Department to obtain the preference points for the top ranked applicants prior to extending a job offer.

Cochise County preference points available: Current regular status County employees will be given four (4) preference points and two (2) preference points for temporary status County employees on all open recruitments (not internal recruitments) and shall be added to the total interview score earned by such person, but only if such person earns a passing and/or qualifying score without the preference points. The Department shall be responsible for contacting the Human Resources Department to obtain the preference points for the top ranked applicants prior to extending a job offer.

Applicant Preference Points: Applicants claiming employment preference points must supply such documents as required in Arizona Revised Statutes. If a point system is used, employment preference points and Cochise County preference points shall be added to the total interview score earned by such person, but only if such person earns a passing and/or qualifying score without the preference points. When scoring is used as part of the interview process to determine best candidate for position, departments shall always use a 100 point system inclusive of oral interview, written exercises, presentation, etc.



3.8 CANDIDATE SELECTION

- A. The Department Director shall select from the Certification List the candidates deemed most qualified and suitable for the position. Upon completion of the candidate evaluation process the Department Director must submit to the Human Resources Department the recommended candidate and written justification for the candidate selected for the recruitment. The Human Resources Department must review and concur with the candidate selection, salary and employment start date before a job offer can be made to the candidate.
- B. Appointment date is effective on any Monday, unless otherwise approved by the County Administrator or Deputy County Administrator. The appropriate Personnel Action Form (PAF) must be approved by the Finance and Human Resources Departments.
- C. An employee may not begin work or otherwise undertake any position duties without completing required paperwork and attending a New Employee Orientation (NEO) session with the Human Resources Department. Exceptions may be granted under extraordinary circumstances by the Human Resources Director.
- D. If an applicant is not selected to fill the position and the Department requests a new recruitment, written justification must be submitted to and approved by the Human Resources Department. The Human Resources Department may consult with the County Administrator or Deputy County Administrator prior to approval.

3.9 SELECTION OF SPECIAL/EMERGENCY APPOINTMENTS

Appointees under this section may not be subject to the Merit System Rules but are subject to County Human Resources Policies.

A. Special Appointment:

A position may be filled from outside the competitive recruitment process established by these Merit System Rules when the County Administrator or Deputy County Administrator deem it necessary to do so, provided that the candidate meets the minimum qualifications for that job.

B. Emergency Appointment:

Appointments made for reasons of governmental emergency are not subject to minimum qualifications or examination requirements. Emergency appointments are temporary, shall not exceed thirty (30) days and may be renewed once.

3.10 ADMINISTRATIVE REVIEW

The Human Resources Director shall review the selection process or disqualification of a candidate upon written request from the candidate.



3.11 ADJUSTMENT OF ERRORS

An error in the rating of any portion of an evaluation process, if called to the attention of the Human Resources Director by the candidate or applicant, in writing and within thirty (30) calendar days after the date of the evaluation, shall be corrected by the Human Resources Director. Training and experience may be reviewed by the Human Resources Director and reevaluated, if justified, upon request of the candidate, applicant, or the Department Director. Any such correction shall not invalidate any certification or appointment actions previously taken.

3.12 APPLICATION RECORDS

The Human Resources Director shall maintain requisite records pertinent to applications and the evaluation process. Applications and other records shall be kept as long as may be required by law.