SE Staffing Manager’s

Non-Management Staffing Guidebook

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#### SE Staffing Manager’s Non-Management Staffing Guidebook

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| Overview | The Staffing Manager’s Guidebook is intended for distribution among Staffing Managers who have the responsibility for making promotional and non-promotional selections. |

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| Purpose and Objective | This guide is for the use of those management people who are assigned the task of selecting people for promotional and non-promotional movement within the bargaining unit. Its objectives are to assure that the best possible candidates are selected, that selections are proper under the terms of our agreement with the Union, and that selections are made absent of arbitrary action or bad faith.  The size of our Company, the large number of job titles and employees, and the diverse duties within each job title make the use of anything more specific than a guide impracticable.  The Staffing should keep in mind, however, that: (1) the Company’s obligations under the Collective Bargaining Agreement must be met, (2) arbitrary action or bad faith must be avoided and (3) the selection process should be in general conformity with the principles expressed in this guide. |

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| Sources of Candidates | Section 12.02A of the Collective Bargaining Agreement (CBA) discusses the sources of candidates for filling jobs. Generally, the language seems to contemplate the use of current and/or former (i.e. laid- off) employees, or employees returning from leave. However, the language also recognizes “other sources.” This language alludes to external hires. It is important to note that the Company has the right to hire externally if the external candidate is better qualified. If internal candidate(s) are “as well qualified” as the candidate(s) from other sources,” the internal candidate should generally be selected.  Analysis by the Staffing Manager of the four factors discussed below will help the Staffing Manager determine relative qualifications (both internal v. external AND among multiple internals) among candidates. |

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| Factors of Consideration | Generally speaking, there are four factors which should be examined with respect to the individuals being considered for the vacancy. These factors are considered by the Staffing Manager in an effort to differentiate among multiple candidates for a position.  They are:   * **Production Expectancy in the Proposed Job** * **Knowledge of the Proposed Job** * **Attendance and Punctuality Expectancy in the Proposed Job** * **Conduct Behavior Expectancy in the Proposed Job**   The Staffing Manager should gather and consider all reasonably available and relevant information on each candidate with regard to these four factors. When the Staffing Manager can discern, document, and articulate clear differences among candidates based upon his/her assessment of the information gathered, a sound basis for the selection decision is established. |

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| Seniority | Conversely, when the Staffing Manager cannot discern such clear differences among candidates, he/she should apply the principle of seniority, selecting the most senior qualified candidate. In this context, “qualified” means that the candidate meets the “threshold requirements” of the job as well as the several contractually mandated “time served” criteria (i.e. time in title, etc.) in the current job.  It is important to note that the application of the principle of seniority differs between promotional and non-promotional selections (i.e. laterals and downgrades). |

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| Non-Promotional & Promotional | **Non-Promotional** - When, after consideration of the four factors noted above, the Staffing Manager determines that the best candidate for a non-promotional selection is not the most senior candidate, he/she must demonstrate that the candidate selected is better qualified than the senior candidate.  **Promotional** - In order to support a decision to select a candidate other than the most senior qualified candidate for a promotional selection, the Staffing Manager must demonstrate that the candidate selected is substantially better qualified than the senior candidate. Thus, the standard of “better qualified” is higher for promotional selections than for non-promotional ones. |

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| Consideration of the Four Factors Summary | In summary, the Staffing Manager’s consideration of the four factors mentioned above forms the basis for differentiation among candidates in the Staffing Manager’s efforts to identify the best candidate for placement. In the absence of clear differentiation among “qualified” candidates, the senior candidate generally would be selected. For lateral (and downgrade) selections, it is necessary to show only that a junior candidate is “better qualified” than the senior candidate. For promotional selections, it is necessary to show that a junior candidate is “substantially better qualified” than the senior candidate.  In both cases the differentiation among candidates must be clear, supported by documentation as appropriate, and it must lend itself to logical expression and explanation by the Staffing Manager.  In cases (promotions) where we must demonstrate a junior candidate is “substantially better qualified” than a senior candidate, the differentiation among the candidates must rise to a higher level: The Staffing manager must be able to show that the difference(s) among the candidates are significant enough to have immediate and substantive impact on job performance.  See sections 12.02.B and C of the 2012 Collective Bargaining Agreement for applicable contract language. |

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| Comments on Production Expectancy in the Proposed Job | The following “COMMENTS” should prove helpful both in suggesting sources of information relative to the four factors and, if appropriate, in the rendering of judgments on the factors.  The object here is to make a considered judgment of the candidate’s expected performance level in the proposed job with normal training. The item is concerned with the productive aspects of performance, basically, quality and quantity. (The ability to absorb the training for the job can, depending upon how complex it is, be a significant factor in this judgment, since in many jobs successful completion of formal training is essential to performance of any kind.) |

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| Comments on Production Expectancy in the Proposed Job (continued) | There are a number of indicators, or sources of information, which may be pertinent to the formation of a proper judgment on this item. Among them are:   * Levels of performance in present and past jobs within the Company, to the extent they are indicative of performance in proposed job. * Results attained on learning ability and/or aptitude test related to proposed job. * Evaluation of any past performance in the proposed job. * Previous response to formal training. * Levels of achievement in terms of special training required in the job, but for which the Company does not provide training (for example – Word, Excel, etc.)   The factor to be judged is the degree of success, which can logically be expected of the candidate in the productive aspects of the job, with normal training. |

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| Comments on Knowledge of Proposed Job | Job Knowledge consists principally of knowledge acquired as a result of formal training, and knowledge acquired as a result of performing the job.  Presumably, the optimum degree of job knowledge is achieved through a combination of those two factors. Of the two, however, the job performance knowledge should receive the greater weight. Normally, a person who has only successfully completed formal training can hardly be said to possess as high a degree of job knowledge as one who has successfully performed in the job, even though the latter may not have received formal training.  Among those sources of information which may be helpful to the Staffing Manager are:   * Records of the candidate * Examination of training records and Company experience   The factor to be judged is the extent to which the candidate possesses those items of special training or experience, which are required for immediate performance in the job. |

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| Comments on Attendance and Punctuality Expectancy in Proposed Job | This item may be termed a “general acceptability” item, since it is not specifically performance related. Attendance on the job when scheduled is so universally expected as a basic condition of employment that the item should be employed in promotional and non-promotional instances where less than satisfactory expectancy exists.  In arriving at a judgment on this item, the Staffing Manager might appropriately consider:  • Previous attendance history of candidate  • Absences or tardiness of recurring nature  • Responses to previous supervisory efforts to improve  • Formal discipline in employee’s record  The Staffing Manager should keep in mind that he/she is judging expectancy, and that while the past is normally the best predictor of the future, he/she must avoid giving undue negative weight to absenteeism, which may be of a nonrecurring nature.  The factor to be judged is the extent to which the candidate is expected regularly to be in attendance and on time on those days he/she is scheduled to work. |

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| Comments on Conduct and Behavior Expectancy in Proposed Job | Personal conduct and behavior which do not impair the Company’s reputation in the community is so universally expected as a basic condition of employment that the item should be employed only in instances where less than satisfactory expectancy exists. The same may be said in regard to personal conduct and behavior which conform to generally accepted industrial rules (both written and non-written) and which is not detrimental to the supervisor’s legitimate efforts to administer the job- as would be, for example, “goofing off”, insubordination, etc.  In arriving at a judgment on this factor, the Staffing Manager might appropriately consider:   * Personal interview with candidate’s present and past supervisors * Examination of personnel record   The factor to be judged is the extent to which the employee’s conduct or behavior is expected to be a problem to his/her supervisors or to the Company. |

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| Selection Criteria Required by Agreement 12.02C | Evidence must show that the junior candidate is better qualified than a senior candidate for non-promotional selection. For promotional selections, a junior candidate must be judged to be substantially better qualified. Although documentation should support the decision of the Staffing Manager; it is his/her judgment upon which the final selection decision is based. The qualifications of candidates must be fully considered and evaluated in a fair and impartial manner.  Staffing Manager must have knowledge of and must have considered all factors that could have bearing on the candidate’s qualifications.  Uniform consideration of all candidates is an absolute requirement to avoid arbitrariness. Factors considered for one must likewise be considered for all.  Weight given to any particular factor must be reasonable, and the Staffing Manager must be able to articulate the reasons he or she used in selecting one candidate over another.  Records used in the selection process must be accurate. Any and all deviations from standard practices and procedures must be explainable in a manner acceptable to a reasonable person. (Slight errors or deviations may not be fatal to our defense of a selection, although they are almost invariably damaging to our defense and often used to cloud the issue in the mind of the arbitrator.)  Selection should not be finalized by untrained Staffing Managers.    Staffing Managers should be familiar with all applicable sections of the Collective Bargaining Agreement (CBA). They should also have knowledge of the specific requirements of the job(s) they are filling. |