

# RECRUITMENT AND RETENTION

<b>ADMINISTRATIVE POLICY &amp; PROCEDURE</b>	<b>Page # 1 of 1</b>
<b>POLICY DESCRIPTION: Recruitment and Retention</b>	<b>DEPARTMENT: Administrative Capacity</b>

**SCOPE:** All employees, contractors, or potential employees.

**PURPOSE:** To discover and retain the highest quality employees or contractors.

**POLICY:**

Viable Solutions attempts to recruit and retain the highest quality employees or contractors available in the areas served. During the recruitment and retention process, Viable Solutions does not discriminate on the basis of one's age, gender, sexual orientation, color, race, creed, national origin, ancestry, religious persuasion, marital status, political belief, physical or mental disability, pregnancy, military or veteran status, or any other legally protected characteristic. All recruitment and retention decisions are made strictly on the qualifications of the individuals applying for the position.

**PROCEDURE:**

During the recruitment and selection process, Viable Solutions will employ the following measures to all eligible applicants:

1. Viable Solutions will post all potential job openings throughout the agency notifying current personnel of available positions;
2. Viable Solutions will verify the references and credentials of personnel and independent contractors applying for any posted or advertised positions;
3. Viable Solutions will provide all eligible applicants with a written job description;
4. Viable Solutions will give final candidates the opportunity to speak with currently-employed personnel;
5. Viable Solutions will retain all hiring records for at least one year; and
6. Viable Solutions will use standard interview questions that comply with employment and labor laws.

Decisions for employment and retention will be made by the administration and will be based on qualifications and the individuals fit within the agency. Viable Solutions will always attempt to hire qualified personnel that are representative of the population of clients served.

**REFERENCE:**

# EMPLOYEE GRIEVANCE

<b>ADMINISTRATIVE POLICY &amp; PROCEDURE</b>	<b>Page # 1 of 2</b>
<b>POLICY DESCRIPTION: Employee Grievance Policy</b>	<b>DEPARTMENT: Business Practices</b>

**SCOPE:** All individuals employed with Viable Solutions.

**PURPOSE:** To assure that all employees have an avenue to report and resolve any and all grievances and complaints.

**POLICY:** It is the policy of Viable Solutions that all employees of the agency have an avenue for grievance resolution. A procedure of this nature works best when it is as simple as possible and the grievance is heard and resolved by all levels of management in the shortest amount of time.

**PROCEDURE:** If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint with Viable Solutions in a reasonable, business-like manner, or for using the grievance resolution procedure.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. Employee presents problem, in writing, to immediate supervisor within 5 calendar days, after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to an Administrator.
2. Supervisor responds to problem during discussion or within 5 calendar days, after consulting with appropriate management, when necessary. Supervisor documents discussion.
3. Employee presents problem to an Administrator within 5 calendar days, if problem is unresolved.
4. The Administrator counsels and advises employee, visits with employee's supervisor(s), if necessary.

<b>ADMINISTRATIVE POLICY &amp; PROCEDURE</b>	<b>Page # 2 of 2</b>
<b>POLICY DESCRIPTION: Employee Grievance Policy</b>	<b>DEPARTMENT: Business Practices</b>

- Administration informs employee of the decision within 5 calendar days, and forwards a copy of the written response to the Administrator for the employee's file.

Problems, disputes, or claims not resolved through the preceding problem resolution steps are subject to final and binding arbitration. The arbitration proceeding will be conducted under the Employment Dispute Resolution Rules of the American Arbitration Association. The decision or award of the Arbitrator made under these rules is exclusive, final, and binding on both parties, their beneficiaries, executors, administrators, successors, and assigns.

Employees who choose to use the arbitration process to resolve a problem will be expected to share the cost of the arbitration proceeding with Viable Solutions. A complete description of the arbitration procedure is available from the owner for review.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

**REFERENCES:**

Employment Dispute Resolution Rules of the American Arbitration Association