

<b>Title:</b>	<b>Hiring and Onboarding</b>	<b>Effective Date:</b>	<b>07/17/2014</b>
<b>Author:</b>	<b>Camille Tanner</b>	<b>Last Review Date:</b>	<b>05/28/2019</b>
<b>Location:</b>	<b>All Locations</b>	<b>Last Revision Date:</b>	<b>05/28/2019</b>
<b>Functional Area:</b>	<b>Recruiting/Credentialing/HR/Payroll</b>		

### POLICY

Liberty Healthcare Corporation and its Affiliates (Liberty) is committed to recruiting and hiring the best possible talent in order to fulfill our contracts with our customers and provide optimal services to the clients they serve. The onboarding process helps new staff have a successful and positive transition to the workplace with the goal of becoming effective, engaged team members and maximizing retention.

### DEFINITION

The **Hiring Manager** is the individual with primary responsibility for the hiring of a given job position or function. This individual determines whether a given candidate is appropriately qualified for a job position. Depending on the type and size of a contract or program, the Hiring Manager could be the on-site Director, on-site Human Resources Manager, designated Vice President, (e.g., a corporate director or VP of Operations) or an authorized corporate executive (e.g., CEO, COO, President).

The **Recruiter** is the person assigned to find candidates and fill job positions as guided or directed by a Hiring Manager. The Recruiter could be a corporate recruiter, the on-site Human Resources Manager, or an individual authorized by a corporate executive.

### PROCEDURE

1. When it is necessary to replace someone or hire for a newly-created position, the Hiring Manager submits a completed Open Requisition Form to the VP - Recruiting. This formally initiates the hiring process.
2. The position is entered into Liberty's applicant tracking system ("Hirebridge"). Hirebridge tracks the stages of the hiring process, publicly posts the position online, accrues job applicants and tracks candidate status.
3. A Recruiter is assigned to serve the Hiring Manager, facilitate the hiring process, and fill the position efficiently and effectively. In most cases a corporate Recruiter will be assigned. However, if the program has local recruiting capacity (e.g. HR Manager), that individual will serve as the Recruiter.
4. The Recruiter generates, prescreens and presents qualified candidates to the Hiring Manager.
5. The Hiring Manager selects candidates to be interviewed, interviews candidates, and selects her/his preferred candidate(s).
6. The Recruiter enters preferred candidate(s) into the competency evaluation process – which includes verification of credentials, work history, professional referencing via SkillsSurvey, and background checks.
7. When the competency evaluation review process is completed and there is a question about job skills/knowledge, the Hiring Manager will be notified by the competency evaluator with an outline of the concerns and a request will be made to send a written "OK to Hire" if these competency issues would not prohibit hiring. When the competency evaluation review process is completed and there is a clinical standard that is not met, the file will be denied by the competency evaluator and, the VP of Operations and the Sr. VP/COO will be contacted to review the competency issues and decide whether it is 'Ok to Hire with conditions' or if they decide that the competency issues prohibit the candidate from being hired. All conditions must be met prior to any upgrade to a competency evaluation approval.

When the competency evaluation process concludes and a candidate is fully approved by the VP-Performance, the Hiring Manager receives an email notification of this approval. Once the candidate has met the prescribed conditions or the file is fully approved, the credential coordinator or the competency associate will then send an email of approval to [agreements@libertyhealth.com](mailto:agreements@libertyhealth.com) to confirm the approval status to the Legal Department.

8. The Hiring Manager decides if a formal job offer should be extended to the candidate, then notifies the Recruiter.
9. The Recruiter extends a job offer to the selected candidate, establishes a mutually agreeable start date, and requests an employment or subcontractor agreement (“Agreement”) from the Legal Department. The Agreement is forwarded to the candidate. If necessary, the terms are negotiated by the Recruiter in collaboration with the Hiring Manager and Director of Legal Support. If the terms of the Agreement differ from the approved standard agreement, the VP of Operations and General Counsel must approve.

Note: All personnel except physicians are considered employees unless specific criteria are met to enable a subcontractor classification. Physicians meet this criterion and are considered subcontractors, with the exception of physicians working in California. Physicians in California working for Liberty of California Corporation will be considered employees, unless the physician has their own professional corporation and Federal Tax ID number that will be paid for the physician’s services.

10. The candidate formally accepts the job offer by signing and returning the Agreement to Liberty. The candidate will then receive a countersigned copy of their Agreement from the Recruiter. In the event a candidate receives an Agreement but does not sign it or a candidate signs the Agreement but then declines the position before their start date, the Recruiter will notify the Legal Department so that a letter revoking the Agreement can be drafted and sent to the candidate in order to formally end the hiring process for that candidate.

Note: All personnel must have a signed Agreement in place prior to commencing services.

11. The official document to hire an individual is the Change of Status form. This form is completed by the Recruiter and sent to the Hiring Manager and VP of Operations, or designee for signature. Once all needed signatures have been obtained the Recruiter will forward this COS to the HR Department.
12. When a staff member **is hired, a member of the HR department sends a welcome email to the individual** (with a copy to the designated site contact) welcoming them to the company and sending instructions for on-boarding. This e-mail will include log in instructions to Employee Self Service (Liberty’s employee portal) (note this is for employees only, subcontractors will not have access to this portal) and new hire paperwork for completion. A video will be sent to staff members to learn about Liberty, explain completion of new hire paperwork, and review benefits and responsibilities. The video will also instruct staff members on how to complete timesheets and learn “who to contact about what” if they have questions during their tenure with Liberty. (Please note that if the location has an HR Manager on site, the initial orientation is done at the site level).
13. Continued on-boarding at the site level should be conducted to help staff orient to their role and the program’s expectations. It is suggested that the Hiring Manager or staff member’s supervisor assign a “colleague” to the new staff member to introduce them to their team and help familiarize them with their new work environment and culture. This staff member will be another resource to help the staff member acclimate and assist with early engagement.
14. To gain feedback on how our staff and hiring managers feel we did their hiring and onboarding, we survey both the hiring managers and the staff. One month after a staff member is hired, the Hiring Manager will receive a survey from the VP of Recruiting eliciting feedback on the hiring process. The staff member will receive a survey from the HR Department approximately 3 to 4 months post hire to give them an opportunity to tell us how we did, what they liked and what we could do to improve. Results of these surveys will be shared with the local Hiring Manager and/or supervisor and the information will used to continuously improve the hiring and onboarding process.

Approved By: \_\_\_\_\_