



STATE OF WASHINGTON
DEPARTMENT OF CORRECTIONS

APPLICABILITY
DEPARTMENT WIDE

REVISION DATE
7/19/23

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POLICY

TITLE
RECRUITMENT, SELECTION, AND PROMOTION

REVIEW/REVISION HISTORY:

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- Revised: 9/1/15
- Revised: 11/1/17
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SUMMARY OF REVISION/REVIEW:


Major changes to include reorganization of policy content. Read carefully!

APPROVED:

Signature on file

CHERYL STRANGE, Secretary
Department of Corrections

6/21/23
Date Signed

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REFERENCES:

DOC 100.100 is hereby incorporated into this policy; [RCW 41.06](#); [RCW 42.56.230](#); [RCW 42.56.250](#); [RCW 49.58](#); [WAC 357-16](#); [WAC 357-58](#); DOC 810.015 Criminal Record Disclosure and Fingerprinting; DOC 820.005 Washington General Service Salary Determination; DOC 850.625 Discrimination and Harassment; [Collective Bargaining Agreements](#); Interview Panel Guide; [SAAM 70.20.20](#); Washington Management Service Policies and Procedures Manual; Workforce Diversity Plan

POLICY:

- I. The Department recognizes that:
 - A. Discrimination must be eliminated from all aspects of hiring, recruitment, and promotion.
 - B. It is necessary to confront existing conscious and subconscious bias to create a diverse workforce that is equitable, diverse, inclusive, respectful, and anti-racist in alignment with the [Department's mission and values](#).
 1. Discrimination is defined and complaints may be filed per DOC 850.625 Discrimination and Harassment.
- II. The Department is committed to:
 - A. A diverse and equitable workforce where all people see people like them at all levels of the Department.
 - B. Increasing selection and promotion outcomes for qualified, competent employees who are members of groups marginalized or underrepresented in compliance with federal/state requirements and the Department's Workforce Diversity Plan.
 - C. Ensuring that applicants are selected based on merit and assessed competencies to achieve the desired results for workforce diversity hiring.

DIRECTIVE:

- I. General Requirements
 - A. The Talent Acquisition Team, local Human Resources (HR), and Department stakeholders will collaborate and engage in equitable, diverse, inclusive, and bias-free recruitment and hiring practices.
 - B. The Talent Acquisition Team will:



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1. Assist in coordinating the recruitment and selection process (e.g., diversity outreach, inclusive candidate sourcing, marketing, equitable applicant screening) for vacancies that are more challenging to fill (e.g., exempt/executive high-volume, clinical health services) when traditional recruitment has been unsuccessful in identifying a qualified candidate.
 - a. Decentralized recruitment is a partnership between the local HR office and Department stakeholders to use uniform, legally defensible hiring protocols. Local HR will consult and advise on all aspects of the recruitment and selection process.
 2. Be available to provide consultation and advice regarding recruitment process defensibility, marketing, outreach, and sourcing.
- C. Appointing Authorities/managers and supervisors, with the assistance of local HR, will review the position description and perform the appropriate job analysis to identify the position competencies and qualifications before initiating the recruitment process.
- D. The Appointing Authority will ensure that all aspects of the screening and selection process, including all requirements and recruitment strategies, are completed in an objective, non-biased manner. The following will apply when determining appropriate recruitment activities to fill vacancies through a competitive selection process:
1. Managers and supervisors will consult and work with HR to develop the recruitment and selection process before the recruitment announcement is published.
 2. The diversity demographics of the workgroup or unit will be considered when developing a recruitment strategy, emphasizing an appropriate outreach and marketing plan.
 3. Recruitment strategies will take into consideration the scope, responsibilities, and competencies of the position.
 - a. Internships, fellowships, in-training plans, and college recruitment activities may be used to promote employment opportunities.
 - b. Recruitment resources may be used to reach applicants with specialized skillsets and/or to increase workforce diversity hiring.
 - c. The Talent Acquisition Team or HR may develop a recruitment announcement to advertise the job opening and will submit the

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announcement to the manager or supervisor for review before posting.

- 1) The recruitment announcement must include duties and qualifications detailed in the position description and the full salary range.

E. At any point in the process, the Department may decline to further consider an applicant who:

1. Does not meet established qualifications, competencies, or is unable/unwilling to satisfy other job-related requirements (e.g., shift assignment, work location).
2. Is found to have provided false information or failed to disclose criminal convictions and/or incarcerations.
3. Fails to follow directions and/or complete required documentation as requested in the recruitment process.

F. Candidates no longer being considered will be notified.


1. Supervisors/managers are encouraged to contact internal candidates following interviews to notify them of their status in the recruitment.
2. HR will notify candidates at the conclusion of the recruitment if not communicated previously by the supervisor/manager.

II. Pre-Employment Screening

A. HR may assist managers and supervisors in developing all pre-employment screening and assessment tools and will review the recruitment and selection process to ensure compliance with state and federal law.

1. HR will coordinate reasonable accommodation for applicants requesting assistance with any part of the application or assessment process.
2. Screening and assessment methods must be based on the job analysis (e.g., questionnaires, virtual platforms, qualification matrix, selection criteria, interviews with rating scales, written/verbal exercises).

B. Managers, supervisors, and subject matter experts should be involved and will be encouraged to participate during the hiring process (e.g., application review, questionnaire development).


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III. Interviews

- A. When filling vacancies through a competitive selection process, interviews will be conducted to allow at least 3 employees to assess the candidate(s).
 1. The interview panel will consist of a diverse group representing a broad spectrum of experiences and perspectives (e.g., race, gender, age), including the involvement of Department stakeholders.
 2. Before interviewing candidates, interviewers will:
 - a. Not have a relationship with the candidate that could be perceived as a conflict of interest.
 - 1) Prior knowledge of or experience with a candidate will not preclude participation if the interviewer can remain objective in considering and assessing all candidates.
 - b. Review the Interview Panel Guide maintained on the Department's internal website before interviewing candidates to ensure interviews are consistent with federal and state rules and guidelines.
 - c. Sign DOC 03-442 Interview Participant Confidentiality Statement.
 3. Interviewers will responsibly and objectively evaluate each candidate.
- B. Candidates may be eligible to receive reimbursement for allowable travel expenses (e.g., mileage, per diem, lodging) when written prior approval is obtained from the Secretary/designee per SAAM 70.20.20.


IV. Pre-Appointment Requirements

- A. The Appointing Authority will ensure the following is conducted before a candidate is appointed:
 1. Completion of DOC 03-068 Applicant - Authorization to Release Information before any background, reference, or verification activity.
 2. Completion of DOC 03-506 Sexual Misconduct and Institutional Employment/Service Disclosure.
 - a. To the extent possible for external candidates and former employees/contract staff/volunteers, all previous institutional employers will be contacted for information on substantiated

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allegations of sexual misconduct or any resignation pending investigation of alleged sexual misconduct.

3. HR has provided results from a review of the Prison Rape Elimination Act (PREA) database for information on substantiated allegations of sexual misconduct or any resignation pending investigation of alleged sexual misconduct.
4. Completion of a criminal history background check, if applicable per DOC 810.015 Criminal Record Disclosure and Fingerprinting.
5. Verification of any license or certification required for the position or used as selection criteria.
 - a. Verification will include an inquiry with the issuing entity and documentation of any infractions or suspensions.
6. Completion of professional reference (i.e., someone the applicant has worked with in a professional capacity and can attest to the applicant's work performance, technical skills, and/or job competencies) checks as deemed necessary.
 - a. Three or more professional reference checks should be conducted and documented on DOC 03-469 Pre-Employment Reference Check.
 - 1) Professional references should include the candidate's current supervisor and at least 2 former supervisors/employers.
 - 2) When professional references are not available or are limited, exceptions may be made to include personal references by non-related professionals (e.g., educators, professional associates).
7. Review of the personnel file for current or former state employees, as available, but not reviewing past salaries in personnel files.
8. Verification of degree or college credits required for the position or used as selection criteria.
 - a. The degree or college credits must have been obtained from an accredited college which meets the standards of the Council for Higher Education Accreditation, U.S. Department of Education, or foreign equivalent.

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- b. Verification will include receipt of an official transcript from the college or university within 30 days of appointment.
 - 1) This requirement may be waived if transcripts have been obtained by the Department previously and an official transcript or valid copy is on file.

V. Promotion/Transfer

- A. Managers and supervisors will consult with HR regarding proper procedures for promotion (i.e., appointment to a position with a higher salary range maximum, salary standard, and/or evaluation points resulting in a salary increase) or lateral transfer of qualified employees into vacant positions throughout the Department.
 - 1. Employees who hold permanent status with the Department will be defined as Department/internal promotional candidates.
 - 2. State employees who do not hold permanent status with the Department but hold permanent status working for another Washington State agency will be defined as statewide/external promotional candidates.
 - 3. The Department may exclusively recruit for Department/internal promotional candidates.

VI. Appointment Approval Requests

- A. To recommend a candidate for hire, managers and supervisors will complete and submit an appointment approval packet, including a completed DOC 03-327 Appointment Approval Request, to HR for review.
 - 1. For Washington General Services appointments made through a competitive selection process, managers and supervisors will comply with the requirements outlined in DOC 03-328 Washington General Service (WGS) Hiring Checklist. This form may also be used as a guideline for making WMS appointment approval requests.
 - 2. Salary setting for non-represented positions will follow the procedures outlined in DOC 820.005 Washington General Service Salary Determination or the Washington Management Service Policies and Procedures Manual.
 - 3. Salary setting for represented positions will follow the procedures outlined in the applicable Collective Bargaining Agreement.

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- B. HR will route the appointment approval packet to the appropriate Appointing Authority. Formal offers of employment will not be made until the Appointing Authority's approval is obtained.

DEFINITIONS:

The following words/terms are important to this policy and are defined in the glossary section of the Policy Manual: Institutional Employer, Washington General Service (WGS), Washington Management Service (WMS). Other words/terms appearing in this policy may also be defined in the glossary.

ATTACHMENTS:

None

DOC FORMS:

- DOC 03-068 Applicant - Authorization to Release Information
- DOC 03-327 Appointment Approval Request
- DOC 03-328 Washington General Service (WGS) Hiring Checklist
- DOC 03-442 Interview Participant Confidentiality Statement
- DOC 03-469 Pre-Employment Reference Check
- DOC 03-506 Sexual Misconduct and Institutional Employment/Service Disclosure