RECRUITMENT, SELECTION, AND PROMOTION

Added Policy Statement II.B.1. that the recruitment team will be available to provide consultation and advice for decentralized recruitment
I.B. - Removed that all aspects of the screening and selection process must be established before screening applicants for a specific vacancy
I.G. - Removed that applicants will receive appropriate credit for documented training and experience applicable to the position or classification
Removed I.I.1. Interview formats
Added I.J. that candidates may be eligible to receive reimbursement for allowable travel expenses
Removed II.A.4.b. that the original license or certificate document must be physically viewed.

Signature on file

9/29/17

STEPHEN SINCLAIR, Secretary
Department of Corrections

Date Signed
POLICY:

I.  The Department is committed to increasing the recruitment, selection, and promotion of diverse, qualified, and competent employees based on merit and identified competencies.

II. The Department uses a recruitment and selection model, including centralized and decentralized processes, with uniform selection protocols that are consistent, focused, and legally defensible.

A. Centralized recruitment is a partnership between the recruitment team, local Human Resources (HR), and Department stakeholders. The recruitment team will assist in coordinating various aspects of the recruitment and selection process, from outreach to applicant screening, for:

1. High volume Correctional Officer vacancies,

2. Hard to fill clinical health services vacancies (e.g., registered and licensed practical nurses, physicians, psychiatrists, dentists) and other classifications/positions, where dedicated outreach and sourcing is necessary to locate a reasonable candidate pool or after traditional recruitment has been unsuccessful in identifying a qualified candidate, and

3. Other vacancies as deemed appropriate.

B. Decentralized recruitment is a partnership between the local HR office and Department stakeholders. Local HR will consult and advise on all aspects of the recruitment and selection process.

1. The recruitment team will be available to provide consultation and advice regarding recruitment process defensibility, marketing, outreach, and sourcing.

DIRECTIVE:

I. Recruitment and Selection
A. 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.

B. The Department will ensure that all aspects of the screening and selection process, including all requirements and recruitment strategies, are completed in an objective 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.

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 identified to target applicants with specialized skillsets and/or to increase workforce diversity.

C. HR may develop a recruitment announcement to advertise the job opening and will submit the announcement to the manager or supervisor for review before posting. The recruitment announcement should accurately reflect the duties and qualifications as outlined in the position description.

D. 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 and prepare reasonable accommodation for applicants requesting assistance with any part of the application or assessment process.

E. Screening and assessment methods must be based on the job analysis of the position and may include, but will not be limited to:

1. Initial questionnaires to meet desirable or other job-related qualifications
2. Résumés
3. Supplemental questionnaires
4. Phone screens
5. Interviews
6. Pre-exposed written and verbal exercises

F. The Department will ensure that applicants are selected based on merit and assessed competencies.

G. Managers, supervisors, and subject matter experts should be involved and will be encouraged to participate in:

1. The application review process,
2. The development and evaluation of supplemental questionnaires, and
3. Pre-exposed written and verbal exercises.

H. Candidate certification will be conducted per the Washington General Service Candidate Certification Procedures.

1. Only eligible candidates who have successfully completed all assessments and are best qualified based on position specific requirements will be certified.
2. If needed, HR will assist in narrowing the pool of certified candidates for interviews using position specific criteria.

I. When filling vacancies through a competitive selection process, interviews will be conducted to allow at least 3 individuals to assess the candidate(s). Subject matter experts, supervisors within the vacant position’s reporting structure, or other stakeholders may be considered for the interview panel.

1. Interviewers will sign DOC 03-442 Interview Participant Confidentiality Statement before interviewing candidates, acknowledging their:
   a. Obligation to maintain applicant confidentiality throughout and following the recruitment.
   b. Responsibility to objectively evaluate each candidate.
      1) Prior knowledge of or experience with a candidate will not preclude participation, as long as the interviewer can remain objective in considering and assessing all candidates. The interviewer may not be a candidate’s family member.

2. Interviewers will 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.
J. 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.

K. 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.

L. 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 regrets have not been communicated previously by the supervisor/manager.

II. Pre-Appointment Requirements

A. The Appointing Authority will ensure the following is conducted on the preferred candidate before appointment:

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, including former employees/contract staff/volunteers, all previous institutional employers will be contacted for information on substantiated allegations of sexual misconduct or any resignation pending investigation of alleged sexual misconduct.

   3. HR has provided results from a review of the Offender Management Network Information (OMNI) 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 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 checks, as deemed necessary.
   a. A professional reference is defined as an individual who the applicant has worked with in a professional capacity and can attest to the applicant’s work performance, technical skills, and/or job competencies.
   b. 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, such as educators or other professional associates.

7. Review of the personnel file for current or former state employees, as available.

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.
   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.

III. 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.

IV. 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.


3. Salary setting for represented positions will follow the procedures outlined in the applicable Collective Bargaining Agreement.

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