

## **SERENITY BEHAVIORAL HEALTH SYSTEMS**

**SUBJECT:** Recruiting, Interviewing, and Hiring  
**POLICY NUMBER:** HR-2.00  
**EFFECTIVE DATE:** May 1997  
**SUPERSEDES:** 2.01, 2.02  
**LAST REVISION DATE:** May 2010

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### **POLICY:**

It is the policy of Serenity Behavioral Health Systems (SBHS) to be an equal opportunity employer. SBHS does not discriminate on the basis of race, sex, color, sex (wages), national origin, disability, age, religion, genetics or retaliation. SBHS hiring officials are to ensure consistent compliance with Federal and State Laws and the Rules of the State Personnel Board relating to selection.

### **GENERAL PROVISIONS FOR RECRUITING:**

- I. It is the policy of SBHS to provide promotional opportunities for current employees and to increase the number of leadership positions filled from within SBHS.
- II. When any vacant classified position is to be filled from within SBHS, reasonable steps shall be taken to ensure that all eligible employees within the competing area are notified of the vacancy.
- III. SBHS managers have the authority to reassign employees when such reassignments are necessary for legitimate business purposes, the need for SBHS, or to comply with SBHS policies or Rules of the State Personnel Board.
- IV. Continuous recruitment is authorized for jobs where there is an on going need to fill vacancies (e.g., jobs with high turnover, jobs with frequent vacancies that are hard to fill, etc).
- V. SBHS is not required to advertise vacancies in certain circumstances including, but not limited to, the following:
  - A. Working test demotions;
  - B. Adverse actions involving demotions;
  - C. Reassignment of employees;
  - D. Appointment to unique positions and/or exceptional circumstances;

- E. When a pool of qualified applicants was established for another vacancy within the same job class (same shift and work location) within 60 calendar days prior to a current vacancy, this pool is used in lieu of advertising for the current vacancy.

**PROCESS:**

- I. When a position becomes vacant, the job responsibilities should be reviewed to ensure that the Performance Management Plan reflects accurate information. The position must be properly budgeted, allocated and classified.
- II. A determination on how the position should be advertised should be made based on the following considerations:
  - A. Level of the position;
  - B. Critical nature of the position to SBHS;
  - C. Effectiveness of previous recruitment efforts in filling this or similar positions;
  - D. Frequency of turnover; and,
  - E. Encouraging a qualified, diverse applicant pool.
- III. Each SBHS program may determine the method of recruitment for the position vacancy. Options which may be considered include, but are not limited to:
  - A. Posting vacancies at available web sites;
  - B. Posting printed announcements; and,
  - C. Advertising in newspapers, newsletters, or professional publications.
- IV. Many SBHS job vacancies are posted on the State Personnel Administration web site and may be accessed at the following address: [www.spa.ga.gov](http://www.spa.ga.gov) (The Job Site).
- V. A long range strategic recruitment effort may include, but is not limited to:
  - A. Attending job fairs, colleges career days, conferences, and
  - B. Marketing publications (i.e., flyers, brochures, pamphlets).
- VI. The SBHS Human Resources Department is available for consultation and strategy development.

## **JOB ANNOUNCEMENTS:**

All job announcements should include the following information:

- I. The address of the location of the position, if known;
- II. A statement indicating that the position is in the classified or unclassified service;
- III. Required and preferred competencies and qualifications;
- IV. Notice of any required criminal history record check;
- V. Notice of required pre-employment/random drug testing;
- VI. An Americans with Disabilities Act (ADA) statement identifying a contact person for special accommodations;
- VII. The scope of the recruitment effort (i.e., internal/work unit only, SBHS employees only, State employees only, all qualified applicants);
- VIII. Notice that references will be checked;
- IX. Notice that required education credentials, license, certification and/or registration must be submitted prior to or when selected for a position;
- X. Notice that appointment to the position is time-limited or part-time, if applicable; and;
- XI. Any other special requirements (i.e., extensive travel, etc.).

## **GENERAL PROVISIONS FOR SELECTION:**

- I. The goal of each selection process is to ensure that the most suitable applicant is selected for each position. Each process should be conducted so that perceptions of unfairness are avoided and the hiring official is able to justify the decision.

NOTE: For detailed instructions, see the Steps to Effective Employee Selection Handbook located on the SBHS info net.

- II. In the absence of an exception approved by the Chief Executive Officer, reasonable steps should be taken to ensure that available positions are advertised in a manner that attracts diverse qualified applicants.

- III. For the purpose of this policy, the term 'applicant' applies to individuals who do not work for SBHS as well as current employees who are applying for promotional opportunities.

#### **PRELIMINARY CONSIDERATIONS:**

- I. The Performance Management Plan for the position must be reviewed to ensure that contents accurately reflect responsibilities. The position should be appropriately classified prior to establishing selection criteria.
- II. Job-related, non-discriminatory selection criteria must be established prior to beginning the selection process. The selection criteria should include, but are not limited to: education, work experience and/or an evaluation of knowledge, skills, and abilities required to successfully fulfill the responsibilities of the position.
- III. A determination of the type of screening process to be used should be made. A number of techniques for comparing applicant qualifications with job-related selection criteria may be used.

#### **ESTABLISHING SELECTION CRITERIA:**

Establishing selection criteria that reflect the required competencies of the position is a critical preliminary step to the selection process.

- I. It is the responsibility of each hiring official to assure that only job-related criteria are incorporated in the hiring process.
- II. Job-related selection criteria reflect the following characteristics:
  - A. Behavioral rather than personality/trait based;
  - B. Matched to relevant job duties;
  - C. Based on competencies needed at the time of selection; and,
  - D. Emphasize competencies from most too least important.

#### **SCREENING:**

- I. All applicants must meet the minimum qualifications of the job and any additional required qualifications for the position in order to be considered for employment. Applications for Employment are to be reviewed during screening. Applicants who do not have the required competencies/qualifications for a position by the closing date of the job announcement are to be eliminated from further consideration in the selection process.

- II. The Georgia Merit System or its successor agencies, in partnership with agencies, is responsible for developing entry qualifications for each job in the classification plan. Entry qualifications should set forth the competencies, experience and education necessary to perform job responsibilities satisfactorily.
- III. The preferred qualifications section (if applicable) should specify the types, amounts, and/or levels of work experience, training, education, certifications/licenses, and other competencies that would render an individual better suited to perform the job duties than another who does not possess the preferred qualifications. Applicants possessing preferred qualifications will generally be given first consideration in screening and hiring for positions in the job.
- IV. Additional screening may be done to eliminate applicants prior to personal interviews on the basis of job-related selection criteria. This option may be used when the number of applicants is so large that conducting in-person interviews of all applicants is impractical, or special competencies are needed to successfully fulfill the responsibilities of the position.
- V. Other screening tools, such as job-related tests and questionnaires, may be used to gather specific information about required and preferred competencies or qualifications.
- VI. If it is determined through screening that there are no suitable applicants for an advertised position, the position does not have to be filled from that pool of applicants. If the position is to be filled at a later date, it is to be re-advertised, and all qualified applicants must be given consideration in accordance with the latest job announcement.
- VII. All applicants must provide proof of required education credentials, license, certification and/or registration within 30 days of employment in the position. Hiring officials may require this information prior to conducting personal interviews as a screening tool.

#### **INTERVIEWING:**

- I. Two staff or an interview team may conduct structured selection interviews. The interviewer(s) should be knowledgeable about the position requirements. The same individual or team should conduct all interviews for a specific position. Program Managers are responsible to ensure staff who conduct interviews have read the Steps to Effective Employee Selection handbook located on the SBHS info net prior to participating in interviews.
- II. Applicants may be asked to provide copies of performance evaluations, attendance records or similar documents as part of the selection process.
- III. All interviewed applicants are to be asked the same core questions and given the same exercises.
  - A. Open-ended core questions should be designed to gather responses in behavioral terms, and must be developed in advance of any interviewing.

- B. Questions should clearly relate to the responsibilities of the position.
  - C. A response key that will allow responses to be rated in non-numerical terms (i.e., excellent, satisfactory or not acceptable) is included in the interview package.
- IV. Interview questions may be provided to applicants prior to interviewing at the discretion of the hiring official. If this option is used, all applicants to be interviewed must have the same opportunity to review the interview questions.
  - V. Interviewers have the flexibility to ask follow-up probe questions based on a response given by an applicant or based on information submitted with the job application. Probe questions are asked on an individual basis, vary from interview to interview, and must be job-related.
  - VI. An applicant's disability is not to be discussed during the interview process. An applicant who brings up a disability during an interview should be advised that any discussion related to the disability or accommodation will take place if an offer of employment is made.
  - VII. Social security numbers for top applicants should be recorded on the interview sheets for processing purposes.

#### **REFERENCES AND BACKGROUND CHECKS:**

- I. Verification of reference and background information provided by candidates on application forms or resumes and in interviews is the responsibility of SBHS Program Managers, supervisors or other designated staff. They shall conduct reference checks sufficient to ensure that all relevant work history is fully considered before a hiring decision is made. Before considering a former State employee for a position, SBHS must ensure that the individual is appropriate for rehire.
- II. Applicants should be asked to provide the name, title and telephone number of a current or previous supervisor as one of the requested references.
- III. Applicants are to be advised that reference checks will be done and that they will be limited to job-related inquiries. Two reference checks must be submitted with other hiring paperwork.
- IV. Prior to making an offer of employment, Human Resource staff is to conduct a PeopleSoft system check on the top applicant. The system is to be reviewed to determine if a "no re-hire" recommendation is recorded or if the applicant has ever been dismissed from State employment.

## **NOTIFICATION OF NON-SELECTION:**

- I. Written notification should be sent to all applicants not selected for a position, unless otherwise stated in the job announcement.
- II. Reasons for non-selection are not to be provided verbally or in writing.

## **OFFER OF EMPLOYMENT:**

- I. The hiring supervisors and program managers are responsible for the final selection decision. No offer of employment, either verbal or written, is to be made without the explicit approval of the Human Resources Manager.
- II. When employment is offered and accepted, the offer is to be confirmed in writing. The offer letter is to indicate whether the position is classified or unclassified, when and where to report for work, salary and other specific terms of the offer of employment.
- III. Criminal background checks may only be conducted on applicants who have been selected for hire. Applicants cannot be required to undergo any pre-employment physical or medical examinations or drug testing until after they have received a conditional offer of employment.
- IV. All positions are in the unclassified service unless otherwise stated. This means your employment at SBHS is “at will”. Employees can be separated at anytime without notice or statement of reasons except for an unlawful reason.
- V. SBHS shall comply with all notice, authorization, and other requirements of federal and state laws, and maintain the confidentiality of all reports and records related to any background investigations.

## **SPECIAL PROVISIONS:**

The following may be applicable at the time employment is offered:

- I. Acknowledgement of Unclassified Position – Human Resource staff is responsible for ensuring that applicants (who are classified employees) who are offered unclassified positions read, sign and return an Acknowledgement of Unclassified Position Form prior to reporting for work in unclassified positions. (See SBHS Human Resource Policy HR-40 – Movement from Classified to Unclassified Employment.)
- II. Pre-Employment Drug Testing – All positions at SBHS require pre-employment drug testing. As a condition of employment, applicants offered employment are subject to pre-employment drug testing and must successfully complete the drug testing process. (See SBHS Human Resource Policy HR-28.02 – Alcohol and Drug Testing Programs.)

- III. Selective Service Registration – The Military Selective Service Act requires all selected male applicants between the ages of 18 and 26 to present proof of having registered with the Selective Service System or to present proof of being exempt from registration.
  - C. When the offer of employment is made, selected male applicants should be advised that the Human Resources Department must receive this proof within 15 calendar days of the offer being issued.

NOTE: Applicants may call the Selective Service System at 1-847-688-6888 if a replacement acknowledgement card is needed to present as proof.

- D. If required proof is not received by the deadline, the offer of employment is to be withdrawn.
- IV. Criminal History Record Check – All positions require criminal history records be checked. (See SBHS Human Resource Policy HR-41 – Criminal History Record Checks.)
- V. Hiring Requirements - SBHS will comply with federal and state law, including the Georgia Immigration Security and Compliance Act. SBHS will ensure the completion of the Form I-9 and the Employment Eligibility Verification process for all new hires.
- VI. Interdepartmental Transfer – All applicants (who are classified employees), regardless of length of service, who are transferring to a classified position at SBHS from another agency in State government should be given the Acknowledgement of Provisions Governing Interdepartmental Transfer Form at the time employment is offered. (See HR Human Resource Policy HR-53.01 – Transfer of Employees.)

#### **PROCESSING THE SELECTION:**

- I. The completed Request for Personnel/Payroll Action Form is to be submitted as soon as possible to the Human Resources Department along with the recruitment package.
- II. The selected applicant should complete the necessary human resource paperwork (appointment packet) prior to reporting for work whenever possible.
- III. SBHS will comply with federal and state law, including the Georgia Immigration Security and Compliance Act. SBHS will ensure the completion of the Form I-9 and the Employment Eligibility Verification process for all new hires.

#### **RECORDKEEPING REQUIREMENTS:**

- I. All records related to recruiting, interviewing, and hiring are to be retained for at least three (3) years. Records include but are not limited to the following:
  - A. Job advertisements and announcements;

- B. All materials submitted by applicants for consideration, including applications and resumes, references, interview notes and/or records.
  - C. When SBHS becomes aware of an allegation of discrimination, harassment, or retaliation made by an applicant or an employee, all relevant records must be retained during the investigation and as required by law after the conclusion of the investigation.
- II. Certain documents listed above are confidential and are considered closed under the Open Records Act. Requests for access to these records should be immediately discussed with Human Resources prior to granting access or otherwise releasing information.

**REFERENCES:**

- I. Title VII of the Civil Rights Act of 1964, as amended
- II. Fair Employment Practices Act, as amended
- III. Americans with Disabilities Act
- IV. Rules of the State Personnel Board – Rule 10 (Classification Plan)
- V. Steps to Effective Employee Selection Handbook
- VI. Rules of the State Personnel Board – Rule 6 (Recruiting, Interviewing and Hiring)

**ATTACHMENTS:**

- I. [Applicant Screening Letter SBHS Form 575](#)
- II. [Notification Of Non-Selection SBHS Form 577](#)
- III. [Offer Of Employment Letter SBHS Form 576](#)
- IV. [Applicant Reference Check SBHS Form 850](#)
- V. [Employment Interview Report Form 652](#)

**APPROVAL SECTION:**

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Chief Executive Officer

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Date

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Committee Chairperson

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Date

**RESCISSION SECTION:**

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Chief Executive Officer

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Date

**REVIEW SECTION:**

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Committee Chairperson

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