

## SERENITY BEHAVIORAL HEALTH SYSTEMS

**SUBJECT:** Selection  
**POLICY NUMBER:** HR-2.02  
**EFFECTIVE DATE:** May 1997  
**SUPERSEDES:** N/A  
**LAST REVISION DATE:** March 2008

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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, color, sex, national origin, disability, age, religious or political opinions or affiliations. 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:**

- 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 at the OHRM web site:**  
[www2.state.ga.us/departments/dhr/ohrm.html](http://www2.state.ga.us/departments/dhr/ohrm.html)

- 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 qualified applicants. Hiring officials should review the SBHS Human Resource Policy #HR-2.01 – *Recruitment* for additional information and assistance.
- 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 vacant positions.

### **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.

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- 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.

- A. It is the responsibility of each hiring official to assure that only job-related criteria are incorporated in the hiring process.
- B. Job-related selection criteria reflect the following characteristics:
1. Behavioral rather than personality/trait based;
  2. Matched to relevant job duties;
  3. Based on competencies needed at the time of selection; and,
  4. Emphasize competencies from most to least important.
- C. The facility has the authority to reassign employees when such reassignment is necessary for legitimate business purposes or to comply with the Rules of the State Personnel Board, for classified employees, and provisions of other SBHS policies.

**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* is 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. Qualified employees to determine that all applicants meet the minimum and any additional required qualifications for the position must do screenings.
- III. 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,

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or special competencies are needed to successfully fulfill the responsibilities of the position.

- IV. Other screening tools, such as job-related tests and questionnaires, may be used to gather specific information about required and preferred competencies or qualifications.
- V. 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.
- VI. All applicants must provide proof of required education credentials, license, certification and/or registration prior to employment in the position. Hiring officials may require this information prior to conducting personal interviews as a screening tool.

**INTERVIEWING:**

- I. An individual 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.
- 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 on 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.

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- 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.

**REFERENCE SYSTEM CHECKS:**

- I. References should be checked on applicant(s) prior to a selection being made. Hiring officials may determine which applicants will be subject to a reference check (e.g., top applicant only, top three applicants, all applicants, etc).
- 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. (See attachment # 1V).
- 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.

**SPECIAL PROVISIONS:**

- I. The following may be applicable at the time employment is offered:
  - A. **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*.)
  - B. **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*.)
  - C. **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.
    1. When the offer of employment is made, selected male applicants should be advised that the hiring official 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.**
    2. If required proof is not received by the deadline, the offer of employment is to be withdrawn.
  - D. **CRIMINAL HISTORY RECORD CHECK** – All positions require criminal history records be checked. (See SBHS Human Resource Policy #HR-41 – *Criminal History Record Checks*.)
  - E. **INTERDEPARTMENTAL TRANSFER** – All applicants (who are classified employees), regardless of length of service, who are transferring to a **classified** position in 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*.)

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**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.

**RECORDS MANAGEMENT:**

- I. Records of all written materials related to the selection process are to be retained for at least three (3) years. Records include but are not limited to the following:
  - A. Job Announcement;
  - B. Performance Management Plan;
  - C. All materials submitted by applicants for consideration (e.g., applications for employment, resumes, etc.);
  - D. List of Available Applicants (if used);
  - E. Screening devices;
  - F. Composition of the interview team (if used);
  - G. Interview questions and/or exercises;
  - H. Interview notes (signed and dated by the interviewer) and/or written responses to questions;
  - I. Additional information given to applicants;
  - J. Reference information;
  - K. Any applicant rating materials used; and
  - L. Any other material considered relevant.
- 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.

**REFERENCE:**

- 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
- V. Steps to Effective Employee Selection Handbook
- VI. Human Resource Policy #2.01 – Recruitment

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**ATTACHMENTS:**

- I. [APPLICANT SCREENING LETTER](#) [Form #575](#)
- II. [NOTIFICATION OF NON-SELECTION](#) [Form #577](#)
- III. [OFFER OF EMPLOYMENT LETTER](#) [Form #576](#)
- IV. [APPLICANT REFERENCE CHECK](#) [Form #850](#)

**APPROVAL SECTION:**

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Chief Executive Officer

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Date

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Committee Chairperson

\_\_\_\_\_  
Date

**RESCISSION SECTION:**

\_\_\_\_\_  
Chief Executive Officer

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Date

**REVIEW SECTION:**

\_\_\_\_\_  
Committee Chairperson

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Date

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Committee Chairperson

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