

<p style="text-align: center;">GEORGIA DEPARTMENT OF JUVENILE JUSTICE</p>	<p style="text-align: center;">Transmittal # 17-15</p>	<p style="text-align: center;">Policy # 3.51</p>
<p>Applicability:  {x} All Employees  { } Administration  { } Community Services  { } Secure Facilities (RYDCs and YDCs)</p>	<p>Related Standards &amp; References:  Rules of the State Personnel Board 478-1-.03; 478-1-.06  Prison Rape Elimination Act of 2003, 42 U.S.C. § 1561 <i>et seq.</i>  O.C.G.A. §§ 45-19-20, et seq. 45-20-1, 45-20-3  Fair Employment Practices Act of 1978  ACA Standards: 3-JDF-1A-15,16, 3-JDF-1C-01, 3-JDC-1C-05, 06, 07, 3-JDF-1C-09, 4-JCF-6A-06,07, 4-JCF-6C-01, 02, 04, 4-JCF-6C-10  DJJ Recruitment and Selections Guidelines  DJJ 5.1, 3.52, 3.54, 3.57</p>	
<p>Chapter 3: PERSONNEL</p>	<p>Effective Date: 12/20/17  Scheduled Review Date: 12/20/18</p>	
<p>Subject: RECRUITMENT AND SELECTION</p>	<p>Replaces: 7/15/16  Office of Human Resources</p>	
<p>Attachments:   A – Job Preview Form  B – Request to Advertise Vacancy  C – Verification Check Form  D – Reference Check Form  E – Offer of Employment  F – Request for Personnel Action  G – DJJ Selection Report  H – Transfer Request</p>	<p>APPROVED:      Avery D. Niles, Commissioner</p>	

**I. POLICY:**

As an equal opportunity employer, the Department of Juvenile Justice shall not discriminate on the basis of race, color, religion, sex, national origin, age, disability, pregnancy, childbirth or related medical conditions, genetic information, or sexual orientation. The Department shall select the most suitable applicant whose experience and abilities best match the knowledge, skills, and competencies identified for satisfactorily performing the duties and responsibilities of a position.

Hiring managers of the Department shall be responsible for consistent compliance with good management practices and all state and federal laws and regulations relating to the recruitment and selection of employees. The selection process shall ensure that the most suitable applicant is selected, or a position and that unlawful discrimination does not occur.

**II. DEFINITIONS:**

**Applicant:** Individuals who are applying for vacant positions.

**Appointing Authority:** The person or groups of persons authorized by law or delegated authority to make appointments to fill positions. For purposes of this policy, the term is used interchangeably with “Agency Head.”

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**Director of Human Resources:** The individual designated by the Commissioner as being responsible for administering the agency's human resources program in accordance with applicable state and federal laws and the Rules of the State Personnel Board.

**Hiring Manager:** The staff member with delegated authority to interview and select applicants for employment.

**Prescreening:** Procedures and instruments used to identify the most appropriate applicants to be considered for face-to-face interviews. Prescreening may include physical and/or written examinations, reviewing applicants' resumes or applications for specific levels of training, types of work, and personal experience, or other job related criteria.

**Recruitment & Selection Guidelines:** A training guide for managers responsible for the recruitment and selection of employees.

### III. PROCEDURES:

#### A. General Provisions:

1. All applicants shall meet the minimum qualifications of the job and any additional required qualifications for the position prior to being interviewed for employment.
2. Selection criteria must be job related. Hiring Managers must be able to support their selection decision with documentation of the selection criteria and the selection process.
3. Selection materials must be maintained in accordance with applicable retention schedules. (See DJJ 5.1, Records Management.)

#### B. Preparation for Selection Process:

1. The Hiring Manager will review the performance plan for a vacant position to ensure that the responsibilities are current and accurate. If necessary, the performance plan will be updated prior to the development of the selection instrument and/or advertising the vacant position.
2. The Hiring Manager will review the job description of a vacant position to ensure the job classification is correct and properly budgeted. If the position description does not accurately describe the functions of the job to be performed, the Hiring Manager will contact the Office of Human Resources.
3. The Hiring Manager must establish written job-related, nondiscriminatory selection criteria before advertising the position. The selection criteria may include, but is not limited to: education, work experience, and an evaluation of the competencies, knowledge, skills, and abilities, required

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to successfully perform the job. (The State Human Resources Administration job description and the performance plan are primary resources in establishing relevant selection criteria.)

4. All applicants for JCO 1 shall review and sign the Job Preview Form (Attachment A) prior to being interviewed.
5. For positions requiring direct contact with youth, the selection criteria will include the following.
  - a. Asking if the applicant has:
    - Engaged in sexual abuse in any institutional setting; or
    - Been convicted or civilly or administratively adjudicated to have engaged or attempted to engage in forcible sexual activity in the community.
  - b. A review of available information relating to any incidents of sexual harassment in which the applicant was the instigator.
6. Selection criteria will be based on:
  - a. Describable, observable ways of performing work (behavior-based rather than personality/trait based);
  - b. Primary position responsibilities; and
  - c. Minimum competencies needed to perform the job.

C. Advertising Vacancies:

1. The Hiring Manager must confirm a vacancy is assigned to the appropriate Department, the position to be advertised matches what is allocated in PeopleSoft, and is properly funded. Further guidance may be sought through the Budget Office or the Office of Human Resources.
2. After confirming the position is allocated appropriately, every full-time position vacancy must be advertised on the DJJ Internet Job Announcement (except as noted below). The Hiring Manager must submit a completed Request to Advertise Vacancy Form (Attachment B) to the Office of Human Resources, along with any preferred qualifications.
3. Advertising will not be required to fill a position in the following situations:
  - a. The Commissioner will directly appoint candidates for the following positions: Assistant Commissioner, Chief Financial

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Officer, Associate Superintendent, General Counsel, and the Director of Governmental Affairs.

- b. The Commissioner may directly appoint Deputy Commissioners, Assistant Deputy Commissioners, Regional Administrator, District Directors and Secure Facility Director;
  - c. The Commissioner may directly appoint, in consultation with the Director of Human Resources, an individual who possesses the competencies, knowledge, skills and abilities suitable to fill a vacant position;
  - d. A change to a different position, reduction in force, re-assignment or transfer, upon the approval of the Director of Human Resources; and
4. The Office of Human Resources will post approved advertisements to the DJJ website within 48 hours of receipt (excluding weekends and holidays).
  5. Advertisements in the DJJ Internet Job Announcement must be posted for a minimum of 5 days (excluding weekends and holidays), unless otherwise approved by the Director of Human Resources or designee. An advertisement may be posted as “open” with no closing date.
  6. In addition to a DJJ Internet Job Announcement, a unit may advertise a job vacancy with the State Human Resources Administration and/or in other forums in accordance with the Recruitment and Selection Guidelines.
  7. Recruitment for specific positions may be limited to current Department employees. Applicants not currently employed by the Department will not be considered for a vacancy advertised in this manner. If an insufficient number of Department employees apply, or if no applicants meet the minimum qualifications, the vacancy may be re-advertised and opened to applicants outside of the Department.
  8. Applications received after the closing date will not be considered.
- D. Preparing the Interview Instrument:
1. Interview questions and a rating guide will be developed before interviews begin.
  2. Interview questions will be based on the selection criteria.
  3. The rating guide should describe how responses are evaluated and assigned.

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4. The Hiring Manager may contact the Office of Human Resources for assistance, and/or utilize the Recruitment and Selection Guide.

E. Minimum Qualifications:

1. All applicants should meet the minimum qualifications of the job and any additional required qualifications for the position prior to being interviewed for employment.
2. To determine that the applicants possess the necessary minimum qualifications, applications and/or resumes must be reviewed by the Office of Human Resources. For selected job titles, the Hiring Manager (or designee) may review the applications and/or resumes locally. (See the Recruitment & Selection Guidelines)

F. Secondary Screening:

When an applicant pool is so large that it is not practical to interview every applicant, the use of a secondary screening mechanism may be appropriate. All secondary screening mechanisms must be approved by the Office of Human Resources prior to being used in a selection process for the first time.

G. Preferred Qualifications:

The creation of job-specific, preferred qualifications is appropriate when used to refine the search for the most suitable applicant. Assistance in developing preferred qualifications should be requested from the Office of Human Resources prior to advertising a vacancy. Prior approval will not be required when using published preferred qualifications as the basis for screening applicants. If no selection is made from the group of applicants meeting the preferred qualifications, those meeting the minimum qualifications may be considered or the position may be re-advertised.

H. Other Screening Tools:

Instruments such as job-related tests and questionnaires that have been approved by the DJJ Office of Human Resources may be used to gather specific information about required and preferred competencies and qualifications.

I. Re-Advertising:

1. If it is determined through advertisement and screening that none of the applicants met the minimum qualifications, preferred qualifications and/or secondary screening criteria, the position will not be filled from that pool of applicants. The position will be re-advertised and previous applications will not be considered.

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2. If it is determined that the applicant pool was insufficient in number, the position may be re-advertised. Applicants from the previous advertisement who met the minimum qualifications, preferred qualifications and/or secondary screening criteria will be considered along with the applicants from the new advertisement. (The screening criteria will not be changed with the subsequent applicant pool.)

#### J. Interviewing

1. When scheduling interviews, applicants should be given at least 72 hours advance notice of the interview. If an applicant requests reasonable accommodations under the American with Disabilities Act, the Hiring Manager will contact the Office of Human Resources for guidance.
2. Interviews will be led by the Hiring Manager or designee.
3. The interview panel must meet the following criteria:
  - It is recommended that panels have at least 3 members; however the minimum number should be 2;
  - Panel members that are representative of the diversity of the agency and its clients;
  - Panel members who are knowledgeable of the position requirements; and
  - Panel members who are at the same pay grade or higher. (Panel members of a lower pay grade than the position being interviewed for must be approved by the Office of Human Resources.)
4. If for any reason a panel member is unable to be present for all interviews, that member's materials, notes, ratings, etc. must be set aside and not considered in the final selection process.
5. All applicants will be provided the opportunity to read the job description and performance plan prior to the interview.
6. All applicants will be asked the same questions and/or given the same exercises to complete. Panel members may ask follow-up questions based on a specific response given by an applicant.
7. The application or resume will be used to complement the interviewing of the applicant. Questions directly pertaining to information provided on the application or resume are permissible.
8. Applicants should be questioned regarding any information missing from the application and any gaps in the history of employment.

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9. If an applicant has a visible or known disability, there should be no discussion of the disability with the applicant during the interview. Discussions concerning accommodations and issues that are not job related will be avoided.
10. All applicants interviewed should be notified of the status of their selection (to include the selectee), in writing, by mail, or email.
11. Interviews will be conducted in an office setting. Telephone interviews must be conducted with equipment that allows for all panel members to participate.
12. Second Interviews may be conducted after the panel has made a recommendation to the Hiring Manager who desires to make the final decision, or when the panel is unable to make a selection between two or three candidates. Second Interviews may be conducted with one person. Any interview questions used or notes taken during second interviews become part of the application and selection process and are subject to records retention policy.

**K. References and Records Checks:**

1. Applicants must be informed that proof of required education credentials (e.g., transcripts), licenses, certifications, and/or registrations must be provided prior to employment. Hiring Managers or designee will verify and confirm required education credentials, licenses, certifications, or registrations prior to employment.
2. Applicants will be informed that verification of employment for the previous 5 years, if available, is a condition of employment.
3. After the interview process is completed, the Hiring Manager will verify employment of the final candidates. Verification checks will be documented on the Verification Check Form (Attachment C).
4. For positions requiring contact with youth, a Reference Check Form (Attachment D) will be forwarded to all previous institutional employers.
5. For positions that require certification by the Georgia Peace Officers Standards and Training Council (POST), the Hiring Manager will check the POST Gateway System ([http://www.gapost.org/officer\\_records.html](http://www.gapost.org/officer_records.html)) to determine if the applicant has been previously POST certified and the status of their certification. If an applicant's POST certification has been revoked, is currently suspended, or under review, the applicant is not eligible for hire in a position that requires POST certification.
6. All applicants selected for employment must submit to a criminal records check in accordance with DJJ 3.52, Background Investigations.

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7. When conducting verification of employment and background investigations, the Hiring Manager or designee must check the PeopleSoft system to confirm state employment, dismissals or “No Rehire” recommendations on the applicant.

L. Selecting an Applicant

1. The Hiring Manager will make the final selection based on the following:
  - Minimum qualifications;
  - Preferred qualifications, if applicable;
  - Secondary screening criteria, if applicable;
  - Interview results;
  - Reference checks; and
  - Background investigation.
2. Issues or concerns with any of the listed factors may result in non-selection, even when the applicant may meet expectations in other areas. The hiring manager will clearly document the bona fide business reason why a recommended applicant was not selected.
3. If an offer is refused by the first choice candidate, the Hiring Manager can move to the second choice or lower if desired. If no other candidate is available or favored, the vacancy will need to be re-advertised in accordance with this policy.

M. Offer of Employment

1. No offer of employment, either verbal or written, will be made without the explicit approval of the Designated Appointing Authority.
2. The Hiring Manager may make a preliminary verbal offer of the job, with a request for the applicant’s first availability date and salary requirements. A verbal offer will be followed with a written Conditional Offer of Employment to include salary.
3. Contingent offers, either verbal or written, will include the requirements that the applicant must successfully complete a drug screen, criminal history investigation, and verification of employment.
4. Salaries will be offered in accordance with DJJ 3.54, Salary Administration, and with the Office of Human Resources approval when required by policy.
5. The preliminary verbal offer will be followed by a written Offer of Employment (Attachment E) to the selected candidate. The confirmation letter will indicate the specific terms of the offer of employment.

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6. As a condition of employment, all applicants offered employment in a position in the Juvenile Correctional Officer or Transportation Officer series must successfully complete a pre-employment physical examination. (See DJJ 3.57, Medical and Physical Examination Program.)

N. Completion of Paperwork:

1. The Hiring Manager will ensure that the completed, necessary paperwork for the appointment, promotion, demotion, or transfer of a selected applicant is received by the Office of Human Resources at least 5 business days prior to the effective date of the desired action. Failure to abide by this timeline may result in the start date being delayed by 1 pay period.
2. A Request for Personnel Action (Attachment F) will be immediately forwarded to the Office of Human Resources.
3. A DJJ Selection Report (Attachment G) must be completed and submitted to the Office of Human Resources, Employment Relations/EEO Section.

O. Promotion:

Those seeking to apply for a promotional opportunity must meet the minimum requirements for the position, and comply with the procedures stipulated in the announcement on how to apply for the position.

P. Transfer (Same Job):

1. Those employees seeking to transfer to another position on the same job within DJJ need to have been in their current position no less than 1 year from their effective date in order to request a transfer. Exceptions to this stipulation will be reviewed on a case by case basis.
2. Employees wishing to transfer must request to do so in writing by completing a Transfer Request (Attachment H) and submitting the request through their chain of command for approval.
3. Employees found to have either criminal history or POST (Peace Officers Standards and Training Council) issues will be ineligible for transfer.

Q. Transfer (Different Job/Lateral)

1. Those employees seeking to transfer to another position with a different job must meet the minimum requirements for the position, and comply with the procedures stipulated in the announcement on how to apply if advertised.
2. Employees wishing to transfer to a different job that has not been advertised must do so in writing by completing a transfer request

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(Attachment H) and submitting the form through their chain of command for approval.

3. Employees wishing to submit a request to transfer to another job must have been in their current position no less than 1 year from their effective date.

**IV. LOCAL OPERATING PROCEDURES REQUIRED: NO**