


**COUNTY BOARD OF HEALTH
POLICY # HR-03100
RECRUITMENT & SELECTION POLICY**

Approval:		<i>1/7/2020</i>
	Pamela Logan, District Health Director	Date



Public Health
Prevent. Promote. Protect.

1.0 PURPOSE

This policy is to outline the processes in relation to the recruitment, selection and appointment of the best qualified person(s) for available positions that does not discriminate on the basis of race, color, sex, national origin, genetics, pregnancy, gender, gender identity or expression, sexual orientation, disability, age or religious or political opinions or affiliations; and to establish a procedure to ensure that jobs are advertised in such a way that a variety of qualified and diverse individuals are able to apply.

2.0 AUTHORITY – The County Board of Health (CBOH) Recruitment and Selection Policy is published under the authority of the CBOH and in compliance with the following:

- 2.1** Rules of the State Personnel Board.
- 2.2** Title VII of the Civil Rights Act of 1964, as amended
- 2.3** Fair Employment Practices Act, as amended
- 2.4** Americans with Disabilities Act

3.0 SCOPE

This policy and procedure applies to all employees of the County Board of Health, including District staff in state and program positions.

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	2 of 12		

4.0 POLICY

CBOH provides a clear and simple process for effective recruitment with appropriate flexibility to meet the needs of each hiring area, while at the same time ensure a transparent and fair process, the promotion of equity and diversity and clear communication of important information.

Professional human resources advice and support is provided at all stages of the process. As the procedures have been designed to minimize risk to the CBOH, hiring areas are encouraged to contact Human Resources to obtain professional advice on all aspects of recruitment and selection, training, and employment.

It is the policy of the Human Resources Department to take reasonable steps to ensure that job vacancies are advertised in a manner that attracts diverse, qualified applicants.

5.0 DEFINITIONS

5.1 **CBOH** – County Board of Health

5.2 **DHD** - District Health Director

5.3 **DPH** – Georgia Department of Public Health

5.4 **HR** – Human Resources

5.5 **ADA** - Americans with Disabilities Act

5.6 **PHIL** – Public Health Information Library

5.7 **HRA** – Human Resources Administration

5.8 **ATS** – Applicant Tracking System

5.9 **Applicant** – Individuals who do not work for state government as well as current state employees who are applying for vacant positions.

5.10 **Candidate** – Applicant selected to fill a vacant position.

5.11 **Hiring official or authorized designee** – District Health Director

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	3 of 12		

- 5.12 Minimum Qualifications** –The qualifications for a specific job that all applicants must have to be considered for employment.
- 5.13 Preferred Qualifications** – Education, work experience and/or knowledge, skills and abilities identified for a specific position that are in addition to the minimum qualifications.
- 5.14 Screening**–Ensuring applicants meet the minimum and/or preferred qualifications.
- 5.15 Selection Criteria**–Includes but is not limited to: education, work experience and/or an evaluation of knowledge, skills, and abilities/accountabilities required to successfully fulfill the responsibilities of the position.

6.0 RESPONSIBILITIES

- 6.1** HR is responsible for issuing and updating procedures to implement this policy. The responsibilities include, but are not limited to:
 - 6.1.1** Providing promotional opportunities for current employees.
 - 6.1.2** 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).
 - 6.1.3** The CBOH is not required to advertise vacancies in certain circumstances including, but not limited to, the following:
 - 6.1.3.1** Adverse actions involving demotions;
 - 6.1.3.2** Reassignment of employees;
 - 6.1.3.3** Appointment to unique positions;
 - 6.1.3.4** Exceptional circumstances, as approved by the DHD.
 - 6.1.4** The DHD or authorized designees within the offices, programs, and district offices have the authority to reassign employees when such reassignment is necessary for legitimate business purposes or to comply with CBOH policies or Rules of the State Personnel Board.

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	4 of 12		

6.1.5 HR is responsible for ensuring compliance with this policy.

7.0 PROCEDURES

- 7.1 When a position becomes vacant, the job responsibilities should be reviewed to ensure that the job description reflects accurate information and that the appropriate job title/responsibility is being utilized. The position must be properly budgeted, allocated and classified.
- 7.2 A requisition through the D2PH applicant tracking system is used to initiate recruitment and selection and should be routed to HR. The recruitment and selection process cannot commence until HR receives the required approvals.
- 7.3 A determination on how the position will be advertised should be made based on the following considerations:
- 7.3.1 Level of the position;
 - 7.3.2 Critical nature of the position to the organization;
 - 7.3.3 Effectiveness of previous recruitment efforts in filling this or similar positions;
 - 7.3.4 Frequency of turnover; and,
 - 7.3.5 Encouraging a qualified, diverse applicant pool.
- 7.4 HR/Hiring manager may determine the method of recruitment for the position vacancy. Options which may be considered include, but are not limited to:
- 7.4.1 Posting vacancies on available websites and social media sites;
 - 7.4.2 Printed announcements; and,
 - 7.4.3 Advertising in newspapers, newsletters, or professional publications.
- 7.5 Options for posting CBOH job vacancies including the following:

Team Georgia Careers website at <http://team.georgia.gov/careers/>
DPH job website at <https://dph.georgia.gov/careers>

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	5 of 12		

7.6 JOB ANNOUNCEMENTS - All job announcements should include the following information:

7.6.1 The location of the position, if known;

7.6.2 Required and preferred competencies and qualifications;

7.6.3 Notice of any required criminal history record check;

7.6.4 Notice of required pre-employment/random drug testing, if applicable;

7.6.5 Notice of Equal Opportunity Employer (EOE)

7.6.6 An Americans with Disabilities Act (ADA) statement identifying a contact person for special accommodations;

7.6.7 The scope of the recruitment effort (i.e., internal/work unit only, CBOH employees only, all qualified applicants);

7.6.8 Note that references will be checked;

7.6.9 Notice that required education credentials, license, certification and/or registration must be submitted prior to employment in the position;

7.6.10 Notice that appointment to the position is time-limited or part-time, if applicable; and,

7.6.11 Any other special requirements (i.e., extensive travel).

7.7 ASSISTANCE – Hiring Managers may request assistance with completion of job vacancy announcements, and reviewing applications from HR. Specialized recruitment services to fill position vacancies may also be requested.

8.0 SELECTION PROCESS

8.1 PRELIMINARY CONSIDERATIONS

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	6 of 12		

- 8.1.1** The job description for the position must be reviewed to ensure that contents accurately reflect responsibilities. The position should be appropriately classified prior to establishing selection criteria.
- 8.1.2** Job-related, non-discriminatory selection criteria must be established prior to beginning the selection process. The selection criteria should include, but not limited to: education, work experience and/or an evaluation of knowledge, skills, and abilities/accountabilities required to successfully fulfill the responsibilities of the position.
- 8.1.3** 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.
- 8.2 ESTABLISHING SELECTION CRITERIA** – Establishing selection criteria that reflects the required competencies of the position is a critical preliminary step to the selection process.
- 8.2.1** It is the responsibility of each hiring manager to assure that only job-related criteria are incorporated in the selection process.
- 8.2.2** Job-related selection criteria reflect the following characteristics:
- 8.2.2.1** Behavioral;
 - 8.2.2.2** Cultural fit;
 - 8.2.2.3** Motivation;
 - 8.2.2.4** Integrity;
 - 8.2.2.5** Skills matched to relevant job duties;
 - 8.2.2.6** Based on competencies needed at the time of selection; and,
 - 8.2.2.7** Emphasize competencies from most to least important.
- 8.3 SCREENING**
- 8.3.1** Qualified staff determines if applicants meet the minimum and any additional required qualifications for the position. All applicants **MUST**

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	7 of 12		

meet the minimum qualifications of the job and any additional required qualifications for the position in order to be considered for employment. All applications are to be screened by HR. Applicants who do not show the required competencies/qualifications for a position are to be eliminated from further consideration in this selection process.

8.3.1.1 Additional screening must be done to eliminate applicants prior to personal interviews on the basis of job-related selection criteria. Hiring managers are required to complete the Interview Effective Hiring Phone Screen prior to setting up interviews. This form is to be used when contacting applicants for interviews so that consistent information is given to all applicants and it becomes a documented part of the recruitment of positions.

8.3.2 Other screening tools may be used to gather specific information about required and preferred competencies or qualifications.

8.3.3 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.

8.3.4 All applicants will be asked to provide an official transcript as proof of required education and a copy of license, certification and/or registration prior to employment in the position. Hiring managers may require this information prior to conducting personal interviews as a screening tool.

8.4 INTERVIEWING

8.4.1 Structured selection interviews must be conducted by an interview panel with a minimum of 3 panel members. The interviewer(s) should be knowledgeable about the position requirements. The same panel should conduct all interviews for a specific position when possible. The interview panel should include at least one member from another part of the organization. An interviewer must disclose any direct relationship to an applicant.

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	8 of 12		

- 8.4.2** A minimum of 3 qualified applicants must be interviewed unless the candidate pool is smaller than 3.
- 8.4.3** Applicants may be asked to provide copies of performance evaluations, attendance records or similar documents as part of the selection process.
- 8.4.4** All interviewed applicants are to be asked the same core questions and given the same exercises.
- 8.4.4.1** Open-ended CORE questions should be designed to gather responses in behavioral terms, and must be developed in advance of any interviewing.
- 8.4.4.2** Questions should clearly relate to the responsibilities of the position.
- 8.4.4.3** Interview questions should incorporate the qualities of motivation, integrity, cultural fit and skills.
- 8.4.4.4** A response key will allow responses to be rated.
- 8.4.5** 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 that are asked on an individual basis, vary from interview to interview, and must be job-related.
- 8.4.6** 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.

8.5 REFERENCE/SYSTEM CHECKS

- 8.5.1** References should be checked on applicant(s) prior to a selection being made. Hiring managers may determine which applicants will be subject to a reference check (e.g., top applicant only, top three applicants, all applicants).
- 8.5.2** Applicants should be asked to provide the name, title and telephone number of at least two (2) references that ideally include a current or previous supervisor.

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	9 of 12		

- 8.5.3 Applicants are to be advised that reference checks will be done and that they will be limited to job-related inquiries.
- 8.5.4 Prior to making an offer of employment, HR will conduct a PeopleSoft system check on the top applicant. The system is to be reviewed to determine if a "No Rehire" recommendation is recorded or if the applicant has ever been dismissed from State employment.
- 8.5.5 No reference check is required on a current employee working under the same supervision.
- 8.5.6 A criminal history assessment will be conducted, and the history can be disqualifying. In making this assessment, DHD will consider the severity and number of offenses, the time that has elapsed since the offense and *in some cases* whether the applicant has demonstrated rehabilitation. For example, a ten-year-old DUI conviction may not be relevant to someone seeking a position in epidemiology, but two recent drug offenses would likely disqualify someone seeking a position in a district pharmacy.
- 8.5.7 If DHD determines that an applicant's criminal history is disqualifying, then the applicant should be notified and given an opportunity to contest the content or relevance of the criminal history, to point out any inaccuracies in the record, and *in some cases* to provide evidence of rehabilitation.

8.6 NOTIFICATION OF NON-SELECTION

- 8.6.1 Notifications will be send by HR staff to all applicants who were interviewed but not selected for a position, unless otherwise stated in the job announcement.
- 8.6.2 Reasons for non-selection are not to be provided verbally or in writing.

8.7 OFFER FOR EMPLOYMENT

- 8.7.1 The hiring manager is responsible for the final selection decision. No offer of employment, either verbal or written, is to be made without the explicit approval of the HR prior to the completion of background checks.
- 8.7.2 When employment is offered and accepted, the offer is to be confirmed in writing. The HR staff e-mails/sends the offer letter to the candidate. The

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	10 of 12		

offer letter is to indicate that the position is unclassified, salary and other specific terms of the offer of employment. The appointment is not considered complete until the signed acceptance letter is received by HR.

8.8 SPECIAL PROVISIONS – The following may be applicable at the time employment is offered:

8.8.1 ACKNOWLEDGEMENT OF UNCLASSIFIED POSITION – HR 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 HR-03101A* prior to reporting for work in unclassified positions.

8.8.2 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.

8.8.2.1 When the offer of employment is made, selected male applicants should be advised that the HR must receive or confirm registration 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 acknowledgment card is needed to present as proof. Selective Service Registration may be confirmed at www.sss.gov.

8.8.2.2 If required proof or confirmation is not received by the deadline, the offer of employment is to be withdrawn.

8.8.3 CRIMINAL HISTORY RECORD CHECK/ EDUCATIONAL CREDENTIAL CHECK - All positions require criminal history records and educational credentials be checked.

8.9 PROCESSING THE SELECTION

8.9.1 The hiring manager should select the final applicant for HR review. The required applicant forms that must be attached to the selection are:

- *2 Reference Check Forms*

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	11 of 12		

8.9.2 Once a selection has been reviewed by HR, a written offer will be sent by an HR representative to the successful candidate. (see *paragraph 8.7.2*)

8.9.3 The selected candidate should complete the necessary human resource/ personnel paperwork prior to reporting for work.

8.10 RECORDS MANAGEMENT

8.10.1 Records of all written materials related to the selection process are to be retained by the HR office for at least three (3) years. Records include but are not limited to the following:

8.10.1.1 Job Announcement;

8.10.1.2 Job Description;

8.10.1.3 All materials submitted by applicants for consideration (e.g., applications for employment, resumes);

8.10.1.4 Screening devices;

8.10.1.5 Composition of the interview panel;

8.10.1.6 Interview questions and/or exercises;

8.10.1.7 Interview notes (signed and dated by the interviewer) and/or written responses to questions;

8.10.1.8 Additional information given to applicants;

8.10.1.9 Reference information;

8.10.1.10 Any applicant rating materials used; and

8.10.1.11 Any other material considered relevant.

8.10.2 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 HR prior to granting access or otherwise releasing information.

County Board of Health POLICY AND PROCEDURES	Policy No.	HR-03100		
	Effective Date:	10/22/19	Revision #:	0
Recruitment & Selection Policy	Page No.	12 of 12		

8.10.3 Documents pertain to criminal history and background checks shall be destroyed by shredding after three (3) years.

9.0 REVISION HISTORY

REVISION #	REVISION DATE	REVISION COMMENTS
0	October 22, 2019	Initial Issue

10.0 RELATED FORMS

Applicant Review Form
Business Reference Form
Effective Hiring Phone Screen
Interview Disclosure Statement
Interview Evaluation Form
Interview Evaluation Guide
Interview Panel Form
Interview Paperwork Checklist
Interview Schedule Form
Reference Check Form
Reference Release Form