



STATE OF WASHINGTON
DEPARTMENT OF CORRECTIONS

APPLICABILITY
DEPARTMENT WIDE

REVISION DATE
9/1/15

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POLICY

TITLE
RECRUITMENT, SELECTION, AND PROMOTION

REVIEW/REVISION HISTORY:

Effective: 5/9/00
 Revised: 12/14/07
 Revised: 3/16/09
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 Revised: 2/20/12
 Revised: 4/1/14
 Revised: 6/8/15
 Revised: 9/1/15

SUMMARY OF REVISION/REVIEW:

II.A.4. - Adjusted that professional reference checks will be completed as deemed necessary
 II.A.4.b. - Adjusted that checks should include 3 or more professional references

APPROVED:

Signature on file

BERNARD WARNER, Secretary
 Department of Corrections

8/19/15

 Date Signed

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REFERENCES:

DOC 100.100 is hereby incorporated into this policy; [RCW 41.06](#); [RCW 42.56.230](#); [RCW 42.56.250](#); [WAC 357-16](#); [WAC 357-58](#); [ACA 4-4057](#); [ACA 4-4058](#); [ACA 7B-04](#); [DOC 820.005 Washington General Service Salary Determination](#); Collective Bargaining Agreements; PREA Standards 115.17(a)-(c) and 115.217(a)-(c); [Washington General Service Candidate Certification Procedures](#); Washington Management Service Policies and Procedures Manual

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 with uniform selection protocols that are consistent, focused, and legally defensible. The model includes both centralized and decentralized processes.
 - A. Centralized recruitment is a partnership between the recruitment team and Department stakeholders. The recruitment team will lead or assist in coordinating all aspects of the recruitment and selection process, from outreach to appointment, for:
 1. High volume vacancies,
 2. Hard to fill vacancies (e.g., Registered and Licensed Practical Nurses, physicians, psychiatrists, dentists) and other classifications/positions which are traditionally hard to fill, 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 local Human Resources and Department stakeholders. Local Human Resources will consult and advise on all aspects of the recruitment and selection process for all other vacancies.

DIRECTIVE:

- I. Recruitment and Selection
 - A. Managers and supervisors, with the assistance of Human Resources, will review the position description and perform the appropriate job analysis to identify the position competencies and qualifications before initiating the recruitment process.

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B. The following will apply when determining appropriate recruitment activities to fill vacancies through a competitive selection process:

1. Managers and supervisors will consult with Human Resources on proper procedures for recruiting and selecting qualified individuals.
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 activity may be used to promote employment opportunities.
 - b. Recruitment resources may be identified to target applicants with specialized skill sets and/or to increase workforce diversity.
4. 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 and established before screening applicants for a specific vacancy. Managers and supervisors will work with Human Resources to develop the recruitment and selection process before the recruitment announcement is published.

C. Human Resources will 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. Human Resources will 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. Human Resources 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 published qualifications
2. Résumés
3. Supplemental questionnaires
4. Phone screens

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5. Interviews
 6. Pre-exposed written or verbal exercises
- F. [4-4057] [7B-04] The Department will ensure that applicants are selected based on merit and assessed competencies. Applicants will receive appropriate credit for documented training and experience applicable to the position or classification.
- 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/evaluation of supplemental questionnaires, and
 3. Pre-exposed written and/or 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, Human Resources 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. Interviews may be in any format and conducted at any point in the selection process. Examples of interview formats include:
 - a. A panel of 3 interviewers,
 - b. 3 separate interviews conducted by 3 different interviewers, or
 - c. A panel of 2 interviewers followed by a one-on-one interview with the final decision maker.
 2. 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.

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- 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.
3. Interviewers will review the Interview Panel Guide (Attachment 1) before interviewing candidates to ensure interviews are consistent with federal and state rules and guidelines.
- J. At any point in the process, the Department may decline to further consider an applicant who:
 1. Does not meet established competencies, or is unable to satisfy other job-related requirements (e.g., shift assignment or geographic availability).
 - a. Candidates not meeting qualifications will be notified that they are no longer being considered.
 - 1) Supervisors/managers are encouraged to contact internal candidates following interviews to notify them of their status in the recruitment.
 - 2) Human Resources will notify candidates at the conclusion of the recruitment if regrets have not been communicated previously by the supervisor/manager.
 2. Is found to have provided false information or failed to disclose criminal convictions and/or incarcerations.

II. Pre-Appointment Requirements

- A. The Appointing Authority will ensure the following is conducted on the preferred candidate before appointment:
 1. Completion of DOC 03-502 Sexual Misconduct Disclosure.
 2. 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.
 - b. The original license or certificate document must be physically viewed.

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3. To the extent possible for external candidates, including former employees/contract staff/volunteers, contact with all previous institutional employers for information on substantiated allegations of sexual misconduct or any resignation pending investigation of alleged sexual misconduct.
 - a. These candidates will be required to submit DOC 03-068 Applicant - Authorization to Release Information and DOC 03-506 Institutional Employment/Service Disclosure before any background, reference, or verification activity.
4. 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. The professional references should include the candidate's current supervisor and at least 2 former supervisors/employers.
 - 1) 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.
 - c. Reference checks should be completed on DOC 03-469 Pre-Employment Reference Check.
5. Review of the personnel file for current or former state employees, as available.
 - a. Human Resources will review 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, and provide the review results to the Appointing Authority.
6. 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

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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.

- 7. For promotional and external candidates, completion of a criminal history record check.

III. Promotion/Transfer

- A. Managers and supervisors will consult with Human Resources 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. [4-4058]
 - 1. Employees who hold permanent status with the Department will be defined as Department/internal promotional candidates. State employees who do not hold permanent status with the Department but hold permanent status with the state and work for another state agency will be defined as statewide/external promotional candidates.
 - 2. 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 Human Resources 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.
 - 2. Salary setting for non-represented positions will follow the procedures outlined in DOC 820.005 Washington General Service Salary Determination or the Washington Management Service Policies and

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Procedures Manual. Salary setting for represented positions will follow the procedures outlined in the Collective Bargaining Agreement.

- B. Human Resources 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:

[Interview Panel Guide \(Attachment 1\)](#)

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 03-502 Sexual Misconduct Disclosure](#)
- [DOC 03-506 Institutional Employment/Service Disclosure](#)