Title: Recruitment and Selection Procedures

Related Policy: FDJJ - 1003

I. DEFINITIONS

Advertisement – The public announcement of a job opening for which applicants are being recruited. The advertisements within the People First Staffing section are referred to as “Requisitions”.

Applicant – An individual who applies for a position with an agency of the State Personnel System. This includes current employees who may be applying for a new position.

Applicant Pool – A group of individuals who submit applications by the accepted closing deadline for an advertised position.

Application Form – The official State of Florida Employment Application developed by the Department of Management Services (DMS) on which applicants describe the type and duration of their training and experience, level of education and their knowledge, skills and abilities.

Appointment Types:

- **Original Appointment** - An employee shall be given an original appointment upon initial placement in an established career service position or placement or retention in an established career service position after successful completion of an agency trainee program, or placement in an established career service position from a selected exempt service or senior management service position or appointment to a selected exempt service or senior management service position.

- **Promotion Appointment** - A career service employee shall be given a promotion appointment when the appointment is to a position in a broadband level having a higher maximum salary or to a position in a broadband level having the same or lower maximum salary but a higher level of responsibility.

- **Demotion Appointment** - A career service employee shall be given a demotion appointment when the appointment is to a position in a broadband level having a lower maximum salary or to a position in a broadband level having the same or higher maximum salary but a lower level of responsibility.

- **Lateral Appointment** – A career service employee shall be given a lateral action appointment when the appointment is to another position in the same agency that is the same occupation, same broadband level with the same maximum salary, and has substantially the same duties and responsibilities.

- **Reassignment Appointment** - A career service employee shall be given a reassignment appointment when the appointment is either: to a position in the same broadband level and same maximum salary but with different duties or to a position in the same broadband level and same maximum salary,
regardless of the duties, but to a different agency or to a position in a different broadband level having the same maximum salary.

- **Reinstatement Appointment** – A career service employee who separates and is not on the payroll of any State Personnel System entity at any time during the interim period may, upon approval by the agency head or designee, be given a reinstatement appointment if the employee returns to the same position within the same agency within 31 calendar days from the effective date of the separation. A selected exempt service or senior management service employee may be reinstated but shall be given an original appointment.

**Background Checks** – Consists of verification of previous employment, drug test analysis, driver license data and a review of an applicant’s criminal history via the Florida Crime Information Center (FCIC), and the National Crime Information Center (NCIC).

**Competencies** - Underlying characteristics of an employee i.e., motives, traits, skills, aspects of one’s self-image, social roles or bodies of knowledge that result in effective and/or superior performance.

**Compliance Review** – The final process conducted by the Bureau of Personnel ensuring the applicant selected meets the requirements for hire and the Recruitment/Selection process was done in accordance with policies and procedures.

**Direct-Care Positions** – All program staff of the Department of Juvenile Justice who deliver direct-care services. Refer to FDJJ-4.07, Employment Drug Testing Program for a list of positions.

**Eligibility Determination** – The process of ascertaining whether an applicant possesses the minimum qualifications for the class and any required entry-level knowledge, skills, and abilities and any certification or licensure required for the position.

**Essential Functions** - The fundamental job duties of the position. A function is “essential” if the position exists specifically to perform that function; there are a limited number of other employees who could perform the function; or the function is specialized and the individual is hired based on their ability to perform a specialized function. Determination of the essential functions of a position is done on a position-by-position basis to reflect the job as actually performed.

**Executive Leadership Team** – (ELT) Senior level management within the Department of Juvenile Justice that reviews and approves DJJ activities, policies, and procedures.

**E-Verify** – In 1996, Congress passed the Illegal Immigration Reform and Immigrant Responsibility Act, which requires the Social Security Administration and U.S. Citizenship and Immigration Services to initiate an employment verification process. E-Verify was developed to implement the legal requirements by allowing any U.S. employer to verify the employment eligibility of all its hired employees.

**Job Requirements** - The training, education, licensure, certification, or registration requirements established for the position and any required knowledge, skills, abilities, and any other requirements the Department establishes for the position.

**Knowledge, Skills and Abilities (KSAs)** - The attributes required to perform a job and are generally demonstrated through job related experience, formal education and/or training.
Knowledge - The organized body of information, facts, or principles that an individual must possess for successful job performance.

Skill - The proficient manual, verbal, or mental manipulation of data or things that an individual must possess for successful job performance.

Ability - The capacity to perform an observable behavior or produce a product.

Minimum Qualifications (MQs) – A specification of experience, training, education, test, licensure or certification or a combination thereof, that provides appropriate job related evidence than an applicant can perform the essential tasks or duties needed for entry to a job class.

People First System (PF) – The state’s self-service, online, human resource system and the enterprise-wide suite of human resource services – e.g., Timesheets, Job Vacancies, Payroll, Benefits, etc.

Public Official – For purposes of this policy, refers to an officer, or an employee of the Department in whom is vested the authority by law, rule, or regulation, or to who the authority has been delegated, to appoint, employ, promote, or advance individuals or to recommend individuals for appointment, employment, promotion, or advancement in connection with employment in the Department.

Recruitment – Activities undertaken to attract qualified applicants for positions according to agency needs.

Relative - For purposes of this policy, with respect to a public official, refers to an individual who is related to the public official as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, or half-sister.

Selection Technique – A method used to assess the required knowledge, skills, abilities, minimum qualifications and other job-related requirements possessed by an applicant. (Examples: application screening criteria, interview questions, work sample, willingness questionnaire, supplemental application.)

Selection Package – All materials developed and used during the evaluation of applicants for a position which are subject to compliance review by the Bureau of Personnel.

Selection Procedure – The process used to evaluate and select applicants for positions. Selection techniques may include application analysis, interviews, reference checks, and work samples.

Social Media – A set of technologies such as application software or Internet sites that enable people to communicate with one another to share information or ideas.

State Personnel System - For purposes of this policy, refers to the employment system comprised of positions within the Career Service, Selected Exempt Service, or Senior Management Service, and within all agencies except those in the State University System, the Florida Lottery, the Legislature, the Justice Administration System, or the State Courts System.

Veterans’ Preference – A Florida resident applying for a career service position (including movement from one state of Florida governing agency to another) who provides, with their employment application, a copy of the form DD214 or comparable documentation from the Department of Defense or Veterans’
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Administration certifying their veteran status. (Refer to Attachment III, DMS Program Guidelines – Administration of Veterans’ Preference in the Career Service)

II. STANDARDS/PROCEDURES

A. Job-Related Selection Criteria:

1. Essential functions and KSAs must be established for the position prior to beginning the recruitment and selection process.

2. The current position description must accurately reflect the duties and responsibilities to be performed, including the essential functions of the position and the corresponding KSAs. If it does not, the position description must be updated prior to beginning the recruitment and selection process.

B. Advertisement of Positions (Reference Attachment I – Supervisor’s Guide to Recruitment and Selection)

Currently, the State Personnel System does not have a promulgated rule on recruitment. However, Section 110.211(1), F. S. requires career service recruiting to ensure open competition. One way to ensure the Department has complied with this requirement is to advertise career service vacancies through the People First system.

It is the Department’s policy to advertise all Career Service vacancies and list the minimum qualifications for the position.

Appointments to Senior Management Service (SMS) and Select Exempt Service (SES) may be made without advertising at the discretion of the Secretary, Deputy Secretary or Chief of Staff.

Positions are to be advertised for a minimum of three (3) days.

All advertisements must be routed through the Bureau of Personnel (BOP) for review and approval.

Certain actions may be taken to fill vacant career service positions without advertising, as described below. The selection process must be followed to determine if the candidate meets the job requirements established for the position, and documentation of the process.

- Consider management directed demotions, laterals, or reassignments.
- Consider the re-employment of laid-off employees.
- Consider any Request for Reassignment or Lateral Appointment on file pursuant to any applicable collective bargaining agreement.
- A DJJ employee, who desires to reassign, receive lateral appointment, or change shift, must submit a written request to the manager/supervisor of the new position.

  a. In making a decision the hiring manager/supervisor shall consider: the employee’s past disciplinary history; employee’s years of experience; whether the employee has at least
one year of employment in current class; and determine if the employee meets the job requirements established for the position.

b. Documentation of the process is required.

- Review applicants from a previously advertised position with the same occupational profile or group, job requirements, and in the same geographical area. Review only those requisitions previously posted that have closed within the last six months.

1. Positions are advertised as follows:

a. Internal Agency (includes promotions) – The applicant pool is limited to current employees of the hiring agency only (including OPS employees) and employees who have requests on file for promotion in accordance with a collective bargaining agreement. If the position is advertised as “internal”, applications shall not be accepted from outside of the agency.

b. State Personnel System – The applicant pool is limited to applicants currently employed with any state agency within the State Personnel System. This includes applicants employed in OPS, Career Service, Selected Exempt Service and Senior Management Service positions. If the position is advertised as “State Personnel System”, applications shall not be accepted from outside of the State Personnel System.

c. Open Competitive – Applications will be accepted from all applicants.

2. The advertising source for the Department is the People First System. Other sources such as local newspapers, minority publications, professional journals, etc. can be used but advertisements in these must run simultaneously with the advertisement in the People First System.

3. Using Social Media as part of the Recruitment Process (Reference Attachment II – DMS Program Guideline – Social Media-Used by Agencies in the Hiring Process and Personal Used by Employees) – Many employers are using web sites such as Monster, Twitter, LinkedIn, Facebook, etc. to support recruitment efforts. However, it is recommended that the advertisement posted on these web sites either link or refer the applicant to People First for the application process to ensure consistency and equity throughout the recruitment process.

4. An advertisement may require additional or continuous posting. The hiring manager/supervisor may request the position to be re-advertised for an additional minimum of three (3) days. A note should be added stating whether or not previous applicants are still being considered and may or may not need to reapply.

5. Pool Advertisement may be used for positions with high turnover or recruitment difficulties. The hiring manager/supervisor should request closure within six months of the advertisement date. The advertisement should contain information advising the applicant that this is a “pool” advertisement.
6. If the hiring manager/supervisor has positions that have the same class title, duties and responsibilities and location, consider previous advertisement, as long as not over six months old, before making a decision to advertise like position. Do not advertise and then decide to go back to the previous advertisement.

7. To comply with state and federal laws, all employment advertisements will include the following statements:

- Certain veterans and spouses of veterans receive preference in employment by the state as provided by Chapter 295, F. S. (applies only to positions within the Career Service);
- An Equal Opportunity Employer/Affirmative Action Employer and does not tolerate discrimination or violence in the workplace;
- We hire only U.S. citizens and lawfully authorized alien workers;
- If you require an accommodation to participate in the application/selection process, please contact the hiring authority or the Bureau of Personnel office in advance.
- The State of Florida supports a Drug-Free workplace.

8. The following statements are required by the Department to be added to employment advertisements (requisitions):

- All prospective applicants will be subject to a sex offender check, criminal background checks (state, local, and national) and pre-employment drug screening for direct care positions.
- This employer participates in E-Verify (Employment Eligibility).
- List a contact person with a phone number.
- Positions that require a Driver’s License and it is listed on the position description - A valid Driver’s License is required. Licenses suspended or revoked for any reason, work permits (Business purpose/Employment/education only licenses) and some type of restricted licenses are not acceptable. Licenses that have Corrective Lenses Restriction are acceptable. (Those classes that require a valid driver’s license must be on the position description).
- Certification Language for Direct Care Positions – Successful candidate must be certified in accordance with the Department direct care training policy, and must obtain such certification within 180 days of employment.
- All Direct Care Positions – 985.66 Florida Statute Requirement
  1. Be at least 19 years of age.
2. Be a high school graduate or its equivalent as determined by the commission.

3. Not have been convicted of any felony or a misdemeanor involving perjury or false statement, or have received a dishonorable discharge from any of the Armed Forces of the United States. Any person, who after September 30, 1999, pleads guilty or nolo contendere to or is found guilty of any felony or a misdemeanor involving perjury or false statement is not eligible for employment, notwithstanding suspension of sentence or withholding of adjudication. Notwithstanding this subparagraph, any person who pled nolo contendere to a misdemeanor involving a false statement before October 1, 1999, and who has had such record of that plea sealed or expunged is not ineligible for employment for that reason.

4. Abide by all provisions of s. 985.644 (1), regarding fingerprinting and background investigations and other screening requirements for personnel.

5. Execute and submit to the Department an affidavit-of-application form, adopted by the Department, attesting to his or her compliance with subparagraphs 1-4. The affidavit must be executed under oath and constitutes an official statement under s. 837.06. The affidavit must include conspicuous language that the intentional false execution of the affidavit constitutes a misdemeanor of the second degree. The Department shall retain the affidavit.

- Ergometric IMPACT Assessment and Training Test (Direct care positions only.) - For those applicants not currently in the state system as a direct-care worker for DJJ at the time of application, the top ranking applicant(s) after the interview phase will be required to take and pass an Ergometric’s IMPACT Assessment and Training Test in order to be considered for the direct-care employment opportunity. This test will be used to measure the applicant’s overall suitability for working with juvenile justice involved youth. Test results will be used for a period of six months after initial testing for applicants who reapply during that period for another position for which testing is required.

9. Special Notes – When advertising a position, there may be specific skills or licensure the applicant must possess in order to perform the duties of the position. Placing a “special note” section in the advertisement gives the manager/supervisor the opportunity to advise the applicants what may be needed in order to successfully perform the position.

10. Using Qualifying Questions In People First – An effective way to efficiently identify potential qualified applicants and reduce the number of applications the manager/supervisor needs to perform personal screening by use of “Qualifying Questions”. Qualifying questions may include any entry-level knowledge, skills or abilities and special certification or licensure requirements of the position.

C. Appointments to Positions in the Senior Management Service and Selected Exempt Service:
1. Appointments to positions within the Senior Management Service and Selected Exempt Service are made by selecting highly qualified candidates.

2. The KSA examining process outlined in this procedure is not a requirement to fill appointed positions, but management shall ensure that any selection process used is job related and free of any unlawful discrimination. Verifications of employment information, including supporting documentation attached to the application for employment and reference checks, will be completed on the successful candidate.

3. If the position is advertised, a selection will not be made prior to the closing date and the successful candidate must meet the qualifications or job requirements included in the job advertisement.

D. Appointments to Positions in the Career Service:

1. Selection of candidates for employment into the Career Service is based on analysis of the position and assessment of the candidate’s knowledge, skills, and abilities (KSAs) or competencies necessary for successful performance in the position.

2. Reemployment or Reinstatement of Veterans – (Reference Attachment III – DMS Program Guideline – Administration of Veterans’ Preference in the Career Service) When an employee is recalled to war time active duty in the Armed Forces of the United States and later honorably discharged, the employee shall be reemployed or reinstated to the same or equivalent position held before recall provided they return to the position within one year of the date of discharge.

3. Veteran employees reinstated or reemployed shall be awarded preference in promotion and shall be promoted ahead of all other employees who are as well or less qualified for the position. Eligibility for preference in promotion shall apply only to a veteran’s first promotion after reinstatement or reemployment. (Reference Attachment III- DMS Program Guideline – Administration of Veterans’ Preference in the Career Service).

4. Employees on military leave shall be treated as if they had been continuously employed for purpose of status, pay, and other benefits pursuant to the terms of the type of authorized leave they have been granted and in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).

5. The duties of a vacant position, or of a filled position when the incumbent is on extended leave of absence, may be temporarily assigned to a current employee. During the temporary assignment of duties, the employee shall remain in and retain the status and benefits of their current position. In accordance with Chapter 60L-32, F.A.C., and Collective Bargaining Agreements, the Department may grant the selected exempt service or senior management service employee a temporary salary increase, or a career service employee the appropriate pay additive, while performing the duties of the other position. Such temporary increases and additives shall be removed when the employee ceases to perform the temporarily assigned duties.

E. Other Personal Services Employment (OPS)
1. Other Personal Services (OPS) employment is an employer/employee relationship used solely for the completion of short term or intermittent tasks.

2. OPS employees do not fill established positions; are not eligible for any paid leave, holiday or personal holiday, or retirement; may participate in the Department recognition and rewards or telework programs; may participate in the state’s deferred compensation program; may participate in the Employee Assistance Program (EAP); shall participate in the State of Florida 401(a) FICA Alternative Plan (social security alternative plan), Workers Compensation and Reemployment Assistance (unemployment compensation) programs; are eligible to participate in the State Group Insurance Program.

F. Employment Applications:

1. The Department accepts State of Florida employment applications submitted electronically through the People First System during periods of advertised vacancies at: https://peoplefirst.myflorida.com/logon.htm.

2. State of Florida employment applications submitted must be current, completed, and signed.

3. For all advertised vacancies, applications received after the deadline for an announced vacancy shall not be considered.

4. Candidates for Senior Management Service and Selected Exempt Service positions may initially submit a résumé. All successful candidates must complete a State of Florida employment application.

5. The Department complies with federal law by employing only U.S. citizens and lawfully authorized alien workers.

6. Veterans’ Preference - (Reference Attachment III – DMS Program Guideline – Administration of Veterans’ Preference in the Career Service) Candidates for Career Service positions who are eligible to claim Veterans’ Preference must specifically claim the preference on the employment application by completing the Veterans’ Preference Section and by furnishing supporting documentation. DD Form 214, Certificate of Discharge or Separation from Active Duty, or other official documents (to include military discharge papers, or equivalent certification from the Department of Veterans’ Affairs listing military status, dates of service, and discharge type) issued by the branch of service are required as verification of eligibility for Veterans’ Preference.

G. Use of Social Media In The Selection Process (Reference DMS Guideline Attachment II – Social Media Use by Agencies in the Hiring Process and Personal Use by Employees)

1. Social Media shall not be used for screening applicants.

1. Review applicants who are eligible for veterans’ preference in appointment and employment. Such applicants shall be given special consideration at each step of the employment selection process. However, veterans’ preference does not require the employment of such applicants over other applicants who are more qualified for the position. Veterans’ preference does not apply to SES, SMS, or OPS positions.

2. For veterans’ preference applicants if the application analysis measures “preferred criteria” and not minimum requirements, the veteran will be granted an interview. The veterans’ preference eligible applicant is only required to meet the minimum requirements set for the position, not preferred criteria.

3. Employment applications and résumés must be screened to compare the candidate’s knowledge, skills, and abilities, work experience, and educational background to the KSAs established for the position and to initially ensure that the candidate holds current licenses, registrations and/or certifications that are required for the position, if applicable.

4. Candidates who meet all of the KSAs and other position requirements may be advanced to the next stage of the selection process. Those candidates who do not meet all position requirements must not be given further consideration.

5. Screening should determine who best meets the position requirements by possessing a greater match of related education, training and experience to the essential functions of the position. This determination may be based upon such factors as the direct relevance of the candidate’s work experience to the position, how recently the work was performed, and the overall educational background.


1. Selection Techniques. Job related selection techniques must be used to evaluate whether a candidate possesses the KSA’s/competencies necessary to perform the essential functions of the position. The selection techniques approved for use in the Department are as follows:

   a. Oral Interview. This is a series of job-related questions that are consistently asked of all candidates who are interviewed, with responses being noted and evaluated in order to identify each candidate’s relative qualifications for the position. Initial interview questions must be written in advance of the interview, and the same questions must be asked of every candidate selected for interview. Follow-up questions may be asked of an individual candidate to clarify answers or obtain additional information. An oral interview must be conducted with the successful candidate. References Attachment I – DMS Supervisor Guide to Recruitment and Selection

   b. Work Sample. A task exercise, representative of work actually required by the position, given to candidates to identify those who possess the ability to perform that task. Work samples may be used as a screening device to identify candidates for a particular KSA (e.g., word processing ability), and may be administered on a Pass/Fail basis. All candidates
selected for a work sample must be given the same work sample. (References Attachment I – DMS Supervisor Guide to Recruitment and Selection.)

c. **Willingness Questionnaire.** A survey containing questions that address the candidate’s willingness to perform certain required aspects of a position that are necessary to accomplish the essential functions of the position. Questions on a willingness questionnaire must be designed for a “Yes” or “No” answer. (References Attachment I – DMS Supervisor Guide to Recruitment and Selection.)

d. **Supplemental Application.** A supplemental application is designed to obtain additional or more detailed information on the applicant’s work history or education and training as it relates to the duties of the position and the necessary KSAs.

2. **Verifications and Reference Checks for the Successful Candidate.**

   a. Educational requirements of the position considered in making the final hiring decision must be verified by submission of copy of high school diploma, college degree, or official transcript to be maintained in the employee’s official personnel file.

   b. Licensure, registration, or certification required for employment in the position must be verified and a copy maintained in the employee’s official personnel file.

   c. References must be performed on the successful candidate by the hiring authority prior to offering employment. References checks are to be completed on the Department forms Attachment V (Employment Verification/Former or Current DJJ Employee) and Attachment VI (Employee Verification and Reference Check for Employee Other Than DJJ).

   d. Work experience required for the position must be verified to equal to the minimum qualifications. If a reference check cannot be obtained, documentation of unsuccessful attempts is required.

      (1) All reference checks on current or former DJJ employees will be completed by the BOP. Managers/Supervisors will not complete reference checks on any current or former DJJ employee.

      (2) A candidate who has been employed in one company/agency for five (5) years or more only requires one reference check or a number sufficient to meet any requirements of the job, whichever is greater.

      (3) A candidate who has been employed in more than one company/agency less than five (5) years requires a minimum of three reference checks or a number sufficient to meet any requirements of the job, whichever is greater.

      (4) If the candidate currently works under the hiring authority, or within the same office/unit/facility, a reference check is not required.

      (5) In performing a reference check, only job-related questions should be asked. General inquiries about overall attendance may be made, but in no case should an inquiry be made about a candidate’s health, or absences specifically due to illness.
(6) When the reference check is on a current or former Department employee, a review of the personnel file shall be performed by the Bureau of Personnel.

e. Approval to hire a candidate must be obtained in writing from the Deputy Secretary and Chief of Staff for Headquarters positions, if the hiring authority recommends employment of a candidate described below:

(1) A permanent Career Service employee who was dismissed by the Department or another state agency for cause;

(2) Other employees dismissed by the Department or another state agency;

(3) Any employee who has resigned from the Department or another state agency in lieu of dismissal; or,

(4) Any employee who has resigned from the Department or another state agency while the subject of an investigation.

f. All information on the application of the successful candidate relating to felonies or misdemeanors must be reviewed before proceeding with the selection process. This information does not automatically exclude someone from employment, but the nature, job-relatedness, severity and offense date in relation to the position applied for must be considered. If there are questions or concerns, the Department’s Office of General Counsel or appropriate Assistant General Counsel should be contacted for further guidance.

g. A candidate being considered for a position requiring the operation of a motor vehicle, as identified on the position description, must have a valid and appropriate license for the type of vehicle to be operated.

J. Pre-Employment Background and Drug Screening: Only safety-sensitive (i.e. direct care) positions are subject to pre-employment drug screening. Reference FDJJ- 4.07, Drug Screening Policy

1. Once a candidate has been selected for employment, the candidate must be advised that the Department’s offer of employment is contingent upon a successful background and drug screening.

   a. An FCIC check, NCIC check, drug test, and driver’s license check will be conducted as a condition of employment on applicants for all positions pursuant to the Department’s Background Screening Policy.

   b. Any person who is required to undergo a background investigation and who refuses to cooperate or refuses to submit fingerprints shall be disqualified for employment or, if employed, shall be dismissed.

   c. All candidates selected for employment must successfully complete the Department’s drug testing requirements pursuant to the Department’s Drug Screening Policy.

K. Employment of Relatives:
1. A public official may not appoint, employ, promote, or advance, or advocate for appointment, employment, promotion, or advancement, in or to a position or unit in the Department in which the public official is serving or over which he exercises jurisdiction or control of any individual who is a relative of the public official.

2. The following applies to the employment of relatives within the Department of Juvenile Justice. It applies to all existing family relationships and to all original appointments, promotions, reassignments, demotions, transfers, or other future personnel actions.

   a. No personnel action may be taken that would result in the employment of more than one relative working in the same organizational unit.

   b. Any functional operational component which is separately defined by unit title and recognized as such, or is designated as such by the Assistant Secretary, Deputy Secretary, or Chief of Staff is an organizational unit.

3. When it is clearly in the best interest of the Department, approval may be granted for an exception to the employment of more than one relative in the same organizational unit. No exception will be made to allow a relative to be placed in a position that is under line authority of another person who is a relative.

4. Requests for exception with full justification for the request showing the relationship of the individuals concerned, position to be held by both individuals, the necessity for an exception and why a qualified non-relative could not be employed or appointed to the position shall be submitted to and considered by the Assistant Secretary, Deputy Secretary or Chief of Staff.

5. Information on all approved exceptions will be maintained in the employee’s official personnel file.

L. Requests for Reasonable Accommodation:

   1. An employer (supervisor/manager) may not inquire about the existence, nature, or severity of a candidate’s disability. Candidates may be asked about their ability to perform essential functions of the job.

   2. Should the candidate request an accommodation, the hiring authority must contact the BOP’s ADA Officer for further guidance in evaluating and handling the request for accommodation.

M. Selective Service Registration: (Reference DMS Program Guideline Attachment VII – Selective Service Registration)

   1. Prior to recommending a selected applicant (new hire to the Department, promotion, SES, SMS) who are male and born on or after October 1, 1962, proof of registration with the United States Selective Service System must be provided. In the event the applicant has lost their proof of registration, their registration can be confirmed at https://www.sss.gov by entering the applicant’s name, date of birth and social security number. Print the verification for documentation purposes.
2. If the applicant has served in the military, they are not required to register with the Selective Service. Their military service shall be verified by the applicant providing a copy of the DD Form 214 or comparable discharge or separation documentation from the Department of Defense.

N. E-Verify

1. The BOP completes E-Verification on all new hires. All new hires must complete an I-9 (Employment Eligibility Verification) along with supporting documents. The I-9 is an essential tool in doing E-Verification.

2. E-Verify must be completed within three (3) business days of effective date of the applicant’s employment.

O. Reemployment After Retiring From a Florida Retirement System Employer: (Reference Attachment VIII, DMS Reemployment of Florida Retirement System Retirees in the State Personnel System)

1. There may be situations where a retiring member expresses interest in returning to employment with the Department once they have retired. The Florida Retirement System has very specific limitations on rehiring retired members based on whether the member is a Pension Plan retiree or an Investment Plan retiree and other factors. Failure to follow requirements may subject the retiree to loss of benefits.

2. Supervisors/Managers cannot guarantee to any retiring members that they will be rehired after retirement.

3. Any selection of a retired member must occur after the member retires and meets all the requirements of the Florida Retirement System regarding the length of time that must elapse prior to reemployment.

P. Employment Selection:

1. By submitting the documents that are required to process the employment action for the selected candidate, the hiring authority is certifying that the selected candidate meets the job requirements for the position; and that the candidate has demonstrated that they possess the KSAs/competencies that are required to perform the essential functions of the position.

2. Before any offer of employment or appointment may be made to the successful candidate, orally or in writing, the type of appointment must be determined, the appointment rate of pay must be approved, and all verifications and reference checks must be completed. All approvals must be obtained in accordance with local policy for processing (Reference DJJ Pay Policy).

3. Once the hiring authority obtains all approvals to hire the successful candidate, in accordance with policies and procedures, an employment offer may be made. Although this can be accomplished orally, a written or electronic offer must also be sent.

4. All non-selected candidates must be notified through the People First System, as soon as possible, after completion of the selection process.
5. After the selected applicant is appointed, the advertisement must be closed out in the People First System by submitting the employee’s name and start date to the PF Staffing Specialist.

Q. Determining Appointment Type, Salary, and Status:

1. Career Service
   a. Appointments in the Career Service must be one of the following: original, promotion, demotion, lateral, reassignment or reinstatement.
   b. Pay upon appointment must be determined in accordance with Department Pay Policy/Spending Restrictions and Delegated Authority.
   c. Status upon appointment is determined in accordance with Chapter 60L-33, F.A.C. An employee appointed to fill a position in the Career Service shall be given one of the following status types:
      (1) **Trainee**. An employee appointed to a position as a trainee shall be given trainee status in accordance with the trainee program developed by the Department. Original appointments with trainee status may be made in the following programs: cooperative education program; vocational rehabilitation or blind services program; a Department approved formal trainee program; or return to work program. Time spent on trainee status shall not count toward completion of a probationary period.
      (2) **Probationary**. An employee shall be given probationary status upon original appointment, and upon promotion appointment, demotion appointment, or reassignment appointment to a different broadband level, or whenever an employee moves between agencies. An employee appointed on probationary status shall complete at least one year probationary period in his or her current position. Hiring authorities shall advise employees, in the appointment letter, that while serving a probationary period they are not permanent in the Career Service.
         a. The probationary period may be extended if there are documented business reasons for the extension. Probationary periods may not be extended for employees on military leave and employees on leave pursuant to the Family and Medical Leave Act (FMLA). However, if there are time-limited conditions, tests or any other requirements in place prior to beginning FMLA leave that the employee is required to fulfill, the employee’s probationary period maybe extended.
         b. The duration of a probationary period may not exceed 18 months.
         c. Upon a demotion appointment an employee shall be given probationary status. However, the demotion appointment can be with permanent status if the demotion is in the employee’s current agency, the employee previously held permanent status in the position and the duties of such position have not substantially changed and the position is assigned to the same occupation and broadband level of the position previously held by the employee.
(3) **Permanent.** Status indicates that a career service employee has successfully completed the required probationary period and has attained notice and appeal rights pursuant to Section 110.227 F.S. in the current position.

2. Selected Exempt Service and Senior Management Service

   a. All appointments to Selected Exempt Service and Senior Management Service positions are original appointments and employees shall be given exempt status, in accordance with Chapter 60L-33, F.A.C.

   b. Pay upon appointment must be determined in accordance with Department Pay Policy/Spending Restrictions and Delegated Authority.

R. **Documenting the Selection:** (Reference Personnel Action Request Checklist (PAR), Attachment X)

   1. The hiring authority will submit the selection documentation to the BOP for maintaining selection documentation for each selection for a period of four (4) years after the personnel action is effected and any litigation is resolved. Items that are required to document the selection process shall include:

      a. A copy of the advertisement (if position was advertised).

      b. A copy of position description used in the selection process.

      c. A copy of manager’s qualifying questions and responses.

      d. A list of all applicants that applied for the position.

      e. The selection criteria (applications, ranking/rating information, interview questions/answers, work samples, willingness questionnaires, supplemental applications, written test, etc.), any and all that were used in the selection process on each applicant interviewed.

      f. The completed DJJ Interview Rating Form which includes names and titles of all persons administering the selection process, justification for selected candidate.

      g. Any request for accommodation. Information relative to the request shall be maintained as confidential.

   2. The hiring authority is responsible for creating and submitting the employment package to the appropriate HR/PAR Liaison office for review and processing. The HR/PAR Liaison will submit to the Headquarter Program Office or BOP for final review and processing. Items needed in the employment package shall include, but are not limited to:

      a. The employment application.

      b. A copy of offer letter.

      c. The Personnel Action Request form.
d. The Employer Reference Check Form(s).

e. All other onboarding documents (Reference PAR checklist)

3. A person who has been interviewed may review his or her own completed selection materials. Other public records requests for such information may be exempt from the public records laws. Specific questions regarding such exemptions should be directed to the Department’s Public Information Office or the BOP.

S. Security of Selection Materials

1) The hiring authority or designee is responsible for the development, maintenance and administration of all selection modules. Selection modules must be handled in a secure and confidential manner. Most selection assessment instruments are exempt from the provisions for inspection of public records in accordance with Section 119.07(3). F.S. Applicant inquiries regarding their performance in a selection module must be directed to the BOP.

2) Intentional disclosure of the contents of any specific selection assessment instrument to person unauthorized to receive such information will be grounds for disciplinary action, up to and including dismissal. Applicants who disclose such contents will be disqualified from further consideration for the position.

T. CORE Training and New Employee Orientation (NEO)

1) Department CORE training is required of all new employees, and will need to be completed within the first 30 days of hire. The supervisor should provide the employee with information and direction on how to access this training on the Department’s Intranet training site.

2) New Employee Orientation (NEO) occurs on the second Tuesday in the month. An invitation is sent out to all new employee hired within DJJ Headquarters as well as an invite to participate on conference call is sent to field staff. All new employees must attend NEO unless approved otherwise by an Executive Leadership Team member.

III. PROCESSES

THIS SECTION PROVIDES A QUICK REFERENCE FOR MANAGERS, SUPERVISORS AND EMPLOYEES TO IDENTIFY THEIR RESPONSIBILITIES AS IT RELATES TO THIS POLICY.

The hiring activity is divided into the following seven processes:

1. Obtain approval to fill and advertise a vacancy for those positions that are not considered direct care,
2. Advertise the job,
3. Prepare for the interview,
4. Screening, interviewing, and selecting,
5. Check references and extending the offer,
6. Prepare for new employee, and
7. Complete Personnel Action Request (PAR) checklists and finalize the hiring package.

**Process 1 – Obtain approval to fill and advertise a vacancy (Non direct-care position)**

Goals of this process ensure:
- the position description is accurate,
- budget is available (Proposed Action Form, Request Advertise and Fill Vacancy), non-direct care positions,
- the appropriate Assistant Secretary, Deputy Secretary, Chief of Staff approves non direct-care positions to be filled/advertised.

Managers review position description prior to job being advertised to ensure that it is current and reflects the true duties of the position. If the position description requires updating, contact BOP, Classification Section for procedures.

For non-direct care positions, the manager requests a budget analysis through the appropriate Executive Leadership Team member; submit to Budget for recommendation.

**Process 2 – Advertise Job**

Goals of this process ensure:
- a quality review of the advertisement is performed and approved by Bureau of Personnel (BOP) Representative,
- advertisement contains required information,
- advertisement reaches a broad and diverse population, and
- manager will make sure that BOP is aware of media where advertisement appears.

BOP will assist managers if consideration of advertising in a variety of publications is needed.

The manager or the assigned requisition staff member enters the requisition to advertise in People First. Include all team members that wish to view the advertisement. Must ensure that the BOP Representative is added for approval of the advertisement.

If all information is provided on the advertisement, BOP Representative will approve the advertisement within 24 hours of request. If the information is incomplete or a delay is encountered, BOP Representative will communicate with the requester to resolve issue(s) and advise status of advertisement.
Review all applications with a 100 percent match on the qualifying questions. It is not a requirement to print the applications. When possible, supervisors review applications online and only print applications for applicants being interviewed. The following “care and control” will occur for all printed applications:

- Remove the EEO survey
- Store in a folder or envelope when not being reviewed
- Lock in storage/file cabinet during non-working hours
- Only make necessary copies to facilitate interviews
- Do not share with anyone not involved in the interview process
- Use extreme control when taken out of the office

### Process 3 – Prepare for Interview

Goals of this process ensure:

- effective interview questions are prepared prior to the interview,
- required and desired qualifications are identified prior to the interview,
- managerial staff have reviewed and approved the questions and qualifications,
- all applicants are asked the established questions, and
- an interview team is identified to conduct the interviews and is available for the interviews.

Supervisors work with the BOP to develop appropriate selection tools, criteria and determining veteran’s preference for eligible applicants.

Interviews are conducted by a team consisting of the hiring manager and others that are in a higher pay grade than the position to be filled.

### Process 4 – Screen, Interview and Select

Goals of this process ensure:

- a consistent collection of information regarding each applicant’s ability to meet the requirements of the advertised position,
- interview packages are provided to the interview team in advance of interview,
- all applicants are asked the same questions and rated on the same qualifications,
- selected candidate is qualified for the job, and
- group input must be considered in the selection process.

If the manager/supervisor has an application with the EEO Survey attached, please remove it from the application prior to its review. Apply the same initial selection criteria to all applicants throughout the selection process. Document all phases of the selection/interview process.

Each male applicant born on or after October 1, 1962, must be verified to determine if he registered for the Selective Service System. Do not rely on the applicant's answer on the job application. The verification is made through the www.sss.gov Website. If the applicant failed to register, the State of Florida cannot hire
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or promote him (section 110.1128, F.S.). For more information on this topic, refer to HRM's Program Guideline; subject "Selective Service Registration."

The supervisor reviews all applications and identifies applicants meeting all qualifying questions. Review applicants meeting 100 percent first to determine if they are viable candidates. Review the remaining applications depending on the results of the 100 percent qualified applicants.

If the review of the applications determines there are no viable candidates, the job should be re-advertised.

Interviews can be conducted prior to the closing of an advertisement as long as a notice of offer has not been extended.

If there are viable candidates, the supervisor may conduct a telephone pre interview screening to determine which applicants possess the required qualifications.

The supervisor determines which applicants to interview. The supervisor or staff member then schedules the interviews with the applicants and interview team. “Interview Packages” are provided to the interview team as soon as possible. After each interview, the team conducts a brief discussion to share observations and assessments of the applicant.

### Process 5 – Check References and Extend Offer

Goals of this process ensure:
- quality reference checks are completed prior to extending offer,
- salary offered is within available rate, if required budget analysis performed,
- background and drug screening completed, and
- an offer letter is extended.

Perform reference checks prior to extending an offer to the candidate.

The following forms are utilized, Employment Verification and Reference Check- Current DJJ Employees or Employment Verification and Reference Check-Other Than DJJ. The completed reference check forms become a part of the hiring package.

A contingent offer is extended to the candidate after reviewing the reference checks. If the reference checks result in any questionable or non-favorable responses, the supervisor consults with a member of ELT Team and/or the HR director prior to extending the offer.

Submission of the required background screening is submitted to the Background Screening Unit (BSU) who immediately performs the background check. Once background checks are completed, the BSU sends an e-mail advising the requestor of the results, with a copy to the HR Inbox.

The department representative for drug screening sends the applicant for drug screening in accordance with electronic procedures. Once results are received, the representative will notify the hiring authority.
Process 6 – Prepare for New Employee

Goals of this process ensure:
- required documentation for the hire is completed by the employee
- Personnel Action Request (PAR) is created in People First; all PARs for DJJ Headquarters are completed by the Bureau of Personnel (BOP)
- approved DJJ offer letter is provided to new hire; all offer letters for DJJ Headquarters are completed by BOP
- salary listed in offer letter is accurate
- New Employee Orientation Check List is provided to new hire
- candidate is made aware of start date, time and location
- HR Office establishes a personnel file for the new employee
- new employee is added to NEO list
- employee attends NEO
- employee receives ID badge, uniforms (if applicable) and building access (if applicable)
- employee’s office, necessary equipment and other items are ready when employee arrives, and
- be ready for the employee!

The supervisor or HR enters the employee (PAR) in People First and routes for approval (the HR Office must be entered as an approver of the PAR). This action is the first step of notifying the HR Office of a new employee. To ensure a quality hire process, please reference the PAR Checklist in completing the required screens in People First.

Applicant should be advised that authorization to work is contingent upon verification of employment eligibility through the E-Verify system.

Process 7 – Complete Checklist and Finalize Hiring Package

Goals of this process ensure:
- HR/PAR Liaison has completed all hiring tasks. Completed Hiring Package and Recruitment and Selection documents are completed and received in the Headquarters HR Office prior to approving PAR,
- HR Office does compliance review, and
- supervisor notifies People First to send regret letters to all applicants not interviewed.

Use the following checklist to ensure all new employee tasks are completed:
- Personnel Action Request (PAR) Checklist

Once complete, the checklist becomes a part of the employee’s personnel file.
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IV. ATTACHMENTS

Attachment I - DMS Supervisor’s Guide to Recruitment and Selection
Attachment II – DMS Program Guide – Social Media – Used by Agencies in the Hiring Process and Personal Used by Employees
Attachment III – DMS Program Guideline – Administration of Veterans’ Preference in the Career Service
Attachment IV – DMS Program Guide to Assessing Applicants for Employment
Attachment V – Reference Check Form
Attachment VI – Reference Check Form
Attachment VII – DMS Program Guideline – Selective Service Registration
Attachment VIII – DMS Program Guideline – Reemployment of Florida Retirement System Retirees in the State Personnel System
Attachment IX – DJJ Personnel Action Request (PAR)