



**Office of Human Resources
Standard Operating Procedure
HR SOP #102**

Subject: Filling a Vacant Part-Time Position

Effective Date: September 1, 2020

Policy Statement:

Qualified persons will be selected to fill vacancies within the Georgia Department of Natural Resources (DNR) in accordance with applicable laws and policies.

Definitions:

Applicant: An individual who meets all of the following criteria: expresses written interest in employment; is considered for employment in a particular position for which the individual is qualified; and does not withdraw from consideration at any point in the selection process.

Hiring Package: A set of administrative forms that are provided by Human Resources and are available on the agency intranet. The newly hired employee is required to read and complete the forms as part of the on-boarding process

Interview Board: Any number of interviewers greater than one, who conducts interviews and makes a recommendation for filling a vacant position.

Minimum Qualifications: Formal statements of types, amounts and/or levels of work experience, training and education, knowledge, skills, abilities, competencies and such other personal attributes as deemed necessary both for minimally satisfactory job performance and for the accomplishments of other goals. Lack of possession of these attributes in full will disqualify an applicant from the selection process for the job in question.

Qualification Review: Process to determine if an applicant meets the qualifications established for a job.

Preferred Qualifications: Statements of types, amounts and/or levels of work experience, training and education, knowledge, skills, abilities, competencies and such other personal attributes that would reasonably indicate that the applicant could perform job duties at well above the minimally acceptable level. A person with preferred qualifications could reasonably be expected to perform both a wider variety and a higher level of job responsibilities at the time of hire than the minimally qualified applicant.

Vacancy: An unoccupied position that has been properly allocated.

Veteran: As defined by and in accordance with State Personnel Board Rule 478-1-.18, *Veterans' Preference*.

Procedure:

Advertising the Vacant Position:

Part-time positions may be advertised as determined by the local manager in accordance with division procedure. Part-time positions are not typically announced on the Departmental Vacancy Announcement.

Receiving Applications:

Applicants must submit an application or resume to the appropriate physical or electronic address listed in the advertisement.

Reviewing Applicant Qualifications:

Local managers are authorized to make qualification review decisions for vacant part time positions at their location based on job relevant levels of knowledge, skills, abilities, competencies and training, and experience that they identify are necessary to perform the job.

Managers may conduct interviews of applicants who have been determined to meet identified qualifications knowledge, skills, abilities and competencies for the job. Local managers are responsible for verifying the accuracy of the information contained in the applicant's application/resume.

Note: Consult a representative of the Office of Human Resources (OHR) Employment Services Unit regarding qualification review decisions, as necessary.

Considering the Applicants:

Applicants may be considered through any or all of the following methods:

- By review of their application and background data;
- Through interviews conducted by a designated individual(s);
- Through interviews conducted by interview boards.

The method(s) used must be consistent for applicants for the same job position.

Interviewing:

Interview Questions:

Interview questions must be;

- Written by someone with knowledge of the duties and responsibilities of the vacant position such as the supervisor/manager.
- Written prior to the screening of applicant's qualifications.
- Correlate to the critical job requirements.
- Based on the knowledge, skills, abilities, competencies, training and/or experience needed to perform the job.
- Documented and applied equally to all candidates.

DNR Guidelines on Acceptable/Unacceptable Interview Questions (Attachment 1) are provided as reference documents for writing interview questions.

It is not required that an applicant be granted an interview for a job if the applicant has been considered recently for the same job.

Interview Board:

Interviews will be conducted by an individual(s) with knowledge of the job requirements of the position. One or more of the interviewers must have managerial or supervisory responsibilities for the vacant position or a similar position.

When an Interview Board is used, all members of the Board must be in a position that is at an equivalent or higher level in the organization than the vacant job.

Interview Board members must maintain confidentiality of the selection process and are not to discuss the process with anyone outside of the Interview Board unless directed to by the Board Chairperson.

Consent for Criminal Background Check:

DNR checks the criminal history of all applicants selected to fill any vacant part-time position, unless the applicant is a current employee of the Department. All interviewed applicants must complete the *Consent for Pre-employment Background Check* (Attachment 2). The Division Representative should enter the information on the form of the applicant being selected into the background check system as soon as possible to initiate the background check. If the Division Representative does not have access to the background check system they should forward the form to Jennifer Gadson at Jennifer.gadson@dnr.ga.gov. Once the consent form is entered the applicant will be contacted via email by the criminal background check vendor to provide the information needed for the vendor to conduct a criminal background check. Applicants who do not consent to a background check or who provide false information on the *Consent for Pre-employment Background Check* are given no further consideration. Process the *Consent for Pre-employment Background Check* in accordance with division procedures. Shred the *Consent for Pre-employment Background Check* forms after the results are received and an applicant is selected for the position. Do not permanently retain these forms.

Exceptions:

The following are exempt from background checks:

- Minors under the age of 18 (The State of Georgia background check contract does not include background checks on minors).
- Current DNR employees selected to fill a vacant position.

Evaluating the Results of the Interview:

Each applicant will be evaluated by using the same job relevant criteria developed by the hiring manager. The manager or board will evaluate applicants based on the answers provided by applicants to job relevant questions.

If applicant review/evaluation results in an equivalent evaluation of two applicants and one of the applicants is a veteran, preference will be given to the veteran.

Reference Checks:

The manager must verify the recommended applicant's credentials (education, work history, etc.).

Hiring managers must complete a reference check by using the *Applicant Reference Check* (Attachment 3) for the selected applicant.

Obtaining three references from individuals, who previously supervised the applicant, were a co-worker or were in a position to observe the work behaviors of the candidate, are recommended. If the candidate asks that you do not contact a supervisor or the reference check does not provide adequate information, hiring managers may ask the candidate for additional references.

When conducting reference checks, the hiring manager should identify themselves, describe the position that is being filled, indicate that the candidate has given consent to conduct the reference check and that all responses will remain confidential.

If a letter of recommendation is received, an effort should be made to determine the legitimacy of the letter.

Review of the public content of an applicant's social media page(s)/accounts via Facebook, Twitter, etc., is permissible. However, managers are not permitted to ask applicants if they can view their social media accounts or request an applicant's social media account password.

If the recommended applicant is a former State employee, Division HR Representatives must review the TeamWorks record to determine if the applicant has a record in TeamWorks with a 'No Rehire' code. Hiring an applicant with a 'No Rehire' code is a rare exception and must be approved by the HR Director.

Making the Final Selection:

The final selection will be made in accordance with division procedure.

Completing the Hiring Process:

Once the hiring decision is made, the part-time hiring package must be submitted to OHR within one week of the effective date of the hire.

The following records of the hiring process must be kept by the local hiring manager for three years and then destroyed:

- A copy of the advertisement;
- All applications/resumes received from applicants of the announced vacancy;
- List of all applicants;
- Any criteria used to screen applicants;
- List of those interviewed/Interview Schedule;
- Interview questions;
- Interview notes;
- *Applicant Reference Checks*; and

- Copy of background check (if applicable).

The verbal employment offer should be followed with *Employment Offer* (Attachment 4).

Once an offer has been accepted, it is recommended that the manager notify all applicants that a selection has been made. See *Non-Selected Letter* (Attachment 5).

Criminal Background Results:

To access the results of a criminal background check Division representatives will be required to use the background check vendor that provides criminal background search information to State of Georgia departments. System access, and instructions regarding system use will be provided to the Division Human Resources Representative by the Employment Service Unit of the DNR Office of Human Resources.

Applicants who are recommended by the recommendation board who have criminal convictions cannot be eliminated from consideration by division staff. Any consideration of excluding an applicant due to criminal conviction(s) must be reviewed centrally by the HR Director, or the EPD HR Director for EPD positions. Therefore, if exclusion of an applicant is being considered a discussion of the criminal convictions must take place between the HR Director and Division management. This discussion which may result in exclusion is based on whether the criminal conduct is job related and consistent with business necessity.

The criminal background check system requires that background results reflecting a conviction be adjudicated. Those with a criminal conviction that are approved to be hired by the agency appointing authority must be marked in the vendor system by the division representative as 'meets requirements' in order to close out the request. Those applicants who have a criminal conviction reflected on their background report and are being considered for exclusion must be marked in the vendor system by the Office of Human Resources as 'Does not meet.' The Does Not Meet designation will generate a Pre-Adverse Action letter and will provide a copy of the background check, and Summary of Rights to the applicant as required by law. The letter and the Summary of Rights provide instruction indicates to the applicant how to dispute the criminal record and indicates that the applicant has 5 days to respond to DNR regarding their fitness for the position. After 5 days if the applicant has not contacted DNR to dispute the criminal convictions the HR Director will inform the Division if they may proceed with hiring another applicant. At that time the criminal background check system vendor will forward an Adverse Action letter to the applicant informing them that they were not selected for the position due to the criminal background.

Compliance:

Report any allegations or concerns involving unlawful discrimination or other prohibited actions in the hiring process to the Human Resources Director.

Confidential evaluations prepared in the hiring process are exempt from disclosure under the *Georgia Open Records Act*. Other information obtained during the hiring process will be released to the extent required by law. Specific questions about whether a document obtained in the hiring process is required to be released should be directed to the Human Resources Director.

The Department of Natural Resources provides equal employment opportunity for all applicants regardless of race, religion, color, gender, national origin, age or disability.

Special Circumstances:

Youth Employment:

Minors under 16 years of age shall not be employed or permitted to work in any work unit of the Department of Natural Resources.

Effective July 1, 2015, minors who are 16 or 17 years old are not required to have a Youth Work Permit, Employment Certificate or ID Card, with the exception of minors in entertainment.

Employment of qualified persons under the age of 18 will be in accordance with applicable Georgia and Federal Law. Youth employment restrictions include:

- Employees under 18 years of age may not dispense, serve, sell or take orders for any alcoholic beverages.
- Employees under 18 years of age must follow all restrictions related to employment in hazardous occupations, including driving restrictions.
- Seventeen-year-olds may drive on public roadways with restrictions.
- Employees under 17 years of age may not drive a motor vehicle on public roads as part of their job.

More information about the regulations, restrictions and requirements pertaining to youth employment is located at the following websites:

<http://www.dol.gov/whd/regs/compliance/whdfs34.htm>

https://dol.georgia.gov/sites/dol.georgia.gov/files/related_files/document/dol4111.pdf

Failure of supervisors to strictly adhere to these requirements when hiring anyone who is less than 18 years of age may be deemed a violation of State and Federal law and may be subject to disciplinary action, up to and including dismissal.

Requirements for Federally-Regulated Transportation Positions:

Positions that require a CDL have specific additional requirements. Refer to SOP HR101, *Filling a Vacant Full-time Position* in the Requirements for Federally-Regulated Transportation Positions section and the CDL Driver Requirements section. NOTE: Prior to permitting an individual to operate a Commercial Motor Vehicle (CMV) due to the individual being hired or transferred into a position requiring CMV operation or assigning a current employee to operate a CMV, Division HR Representatives, drivers, and the central office Drug Testing Coordinator must complete several duties associated with the FMCSA Drug and Alcohol Clearinghouse database.

Attachments:

Attachment 1 – *DNR Guidelines on Acceptable/Unacceptable Interview Questions*

Attachment 2 – *Consent for Pre-employment Background Check*

Attachment 3 – *Applicant Reference Check*

Attachment 4 – *Employment Offer*

Attachment 5 – *Non-Selected letter*