

CF OPERATING PROCEDURE
NO. 60-25, Chapter 1

STATE OF FLORIDA
DEPARTMENT OF
CHILDREN AND FAMILIES
TALLAHASSEE, November 19, 2021

Human Resources

RECRUITMENT AND SELECTION

1-1. Purpose. This operating procedure establishes the Department's uniform recruitment and selection process of employees in accordance with applicable federal laws, state statutes and administrative rules.

1-2. Scope. This operating procedure applies to all Department employees involved in the recruitment and selection of candidates for all established positions in the Career Service, Selected Exempt Service (SES) and Senior Management Service (SMS). The selection process for persons paid from Other Personal Services (OPS) funds is contained in CFOP 60-6, Other Personal Services Employment. The selection process for Volunteers and Interns is contained in CFOP 60-30, Chapter 5, Volunteer and Intern Program.

1-3. References.

- a. Chapter 39, Florida Statutes (F.S.), Proceedings Relating to Children.
- b. Chapter 110, F.S., State Employment.
- c. Section 112.3135, F.S., Restriction on employment of relatives.
- d. Section 112.0455, F.S. Drug-Free Workplace Act.
- e. Section 110.227, F.S., Suspensions, dismissals, reductions in pay, demotions, layoffs, transfers, and grievances.
- f. Section 39.302(7), F.S., Protective investigations of institutional child abuse, abandonment, or neglect.
- g. Section 415.107(8), F.S., Confidentiality of reports and records.
- h. Chapter 435, F.S., Employment Screening.
- i. Chapter 408, F.S., Health Care Administration.
- j. Chapter 295, F.S., Laws Relating to Veterans: General Provisions.
- k. Chapter 415, F.S., Adult Protective Services.
- l. Section 775.16, F.S., Drug offenses; additional penalties.
- m. Chapter 60L-33, Florida Administrative Code (F.A.C.).
- n. Titles I and II of the Americans with Disabilities Act (ADA) of 1990.
- o. Title VI of the Civil Rights Act of 1964, as amended.

- p. Title VII of the Civil Rights Act of 1964, as amended.
- q. Immigration Reform and Control Act (IRCA).
- r. Age Discrimination in Employment Act (ADEA).
- s. Chapter 760, Part I, F.S. (Florida Civil Rights Act of 1992 [FCRA]).
- t. General Records Schedule GS1-SL for State and Local Government Agencies.
- u. CFOP 60-12, Driver's License as a Condition of Employment.
- v. CFOP 50-1, Chapter 11, Exemption from Disqualification.
- w. CFOP 50-1, Chapter 10, Caretaker Screening.
- x. CFOP 60-25, Chapter 2, Employee Security Background Screening.
- y. Department of Children and Families Salary Policy.
- z. State of Florida Office of Governor Executive Order Number 11-118 (dated May 27, 2011)
Verification of Employment Status.
 - aa. Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA).
 - bb. Americans with Disabilities Act Amendment of 2008 (ADAA).
 - cc. Department of Management Services (DMS) Policy Clarification Tracking Number 2007-#002 on the Retention of Employment Applications.
 - dd. CFOP 60-10, Chapter 1, ADA Accommodation Procedures for Applicants/Employees/General Public.
 - ee. Department of Management Services' Program Guidelines for Selective Service Registration.
 - ff. CFOP 60-8, Chapter 1, Employee Personnel Records.
 - gg. CFOP 60-6, Other Personal Services Employment.
 - hh. Appointment Guide for Managers, Supervisors and Human Resources Liaisons.
 - ii. CFOP 60-30, Chapter 5, Volunteer and Intern Program.
 - jj. Rule 60L-33.006 Volunteers, F.A.C.

1-4. Definitions. For the purposes of this operating procedure, the following definitions shall apply:

a. Authorized Position. A position included in an approved budget in the career service, select exempt service, or senior management service. Other personal services is not included.

b. Competencies. Underlying characteristics or traits of an employee, i.e., bodies of knowledge, skills, abilities, and values that result in effective and/or superior performance.

c. Demotion Appointment. A type of appointment that occurs when a Career Service employee is appointed to an established Career Service position assigned to a broadband level having a lower broadband maximum salary; or the changing of the classification of a Career Service employee to a broadband level having the same or a higher maximum salary but a lower level of responsibility, as determined by a Human Resources Classification and Compensation representative.

d. 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 the 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.

e. E-Verify. An Internet-based system with the federal Department of Homeland Security that allows an employer, using information reported on an employee’s Form I-9, Employment Eligibility Verification, to determine the eligibility of that employee to work in the United States.

f. Interns. Any individual, business, corporation, or organization engaged in specific service activities on an ongoing basis, usually at scheduled weekly or monthly intervals. (Also known as regular service volunteers.)

g. 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.

h. Knowledge, Skills, and Abilities (KSAs). The attributes required to perform a job, which attributes are generally demonstrated through job related experience, formal education, and/or training.

(1) Knowledge. The organized body of information, facts, or principles that an individual must possess for successful job performance.

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

(3) Ability. The capacity to perform an observable behavior or produce a product.

i. Lateral Action. A type of appointment that occurs when a Career Service employee is appointed within the Department to a different position that is in the same occupation, is at the same broadband level having the same maximum salary and has substantially the same duties and responsibilities.

j. Original Appointment. A type of appointment that occurs when an individual is appointed to an established Career Service position initially or upon re-entering the Career Service from a position outside the Career Service; or any appointment to a position within the Selected Exempt Service or Senior Management Service; or upon placement in trainee status.

k. Position of Special Trust or Responsibility. All positions in the Department are deemed to be positions of special trust or responsibility or sensitive location in accordance with section 110.1127, F.S.

l. Promotion Appointment. A type of appointment that occurs when a Career Service employee is appointed to an established Career Service position assigned to a broadband level having a higher broadband maximum salary; or the changing of the classification of a Career Service employee to a broadband level having the same or a lower maximum salary but a higher level of responsibility, as determined by a Human Resources Classification and Compensation representative.

m. Public Official. For purposes of this operating procedure, refers to an officer or an employee of the Department in whom is vested the authority by law, rule, or regulation, or to whom 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.

n. Reassignment Appointment. A type of appointment that occurs when a Career Service employee is appointed 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 duties, but to a different agency; or to a position in a different broadband level having the same maximum salary.

o. Reinstatement Appointment. A type of appointment that occurs when 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 is appointed to the same position within the same agency within 31 calendar days from the effective date of their separation.

p. Relative. For purposes of this operating procedure, 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, legal spouse, 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. Note that pursuant to the Florida Office of Attorney General Opinion (AGO) 70-71 dated June 16, 1970, any "in-laws" other than those specifically named in the statute (section 112.3135(1)(d), F.S.) are not prohibited from employment.

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

r. Volunteer. A person who, of his/her own free will, provides goods or services to an agency with no monetary or material compensation. Section 110.504, F.S., specifies benefits afforded to volunteers.

1-5. Policy. The Department's recruitment process shall be handled in a way that ensures open competition. The Department adheres to requirements established by federal and state laws for assuring equitable representation of minorities and women in the workforce in accordance with Title VII of the Civil Rights Act of 1964 (Title VII) and section 110.112, F.S., which also includes individuals with disabilities, and providing for Veterans' Preference in employment opportunities in accordance with section 295.07, F.S., and Rule 55A-7, F.A.C. In accordance with federal and state laws, the Department assures to each applicant or employee an equal employment opportunity without regard to a person's age, race, color, sex, religion, national origin, genetic information, political opinions or affiliations, military status, marital status, or disability, except as provided by law or when such requirement constitutes a bona-fide occupational qualification necessary to perform the tasks associated with the position. Equal employment opportunity will be attained using both objective and subjective merit principles and shall apply to agency practices relating to recruitment, examination, appointment, training, promotion, demotion, compensation, retention, discipline, separation, or other employment practice. It is the policy of the Department to afford individuals with disabilities equal accessibility to programs, services, and employment. The Department, its contracted client services providers, and subcontractors must ensure all meetings, conferences, hearings, trainings, interviews, eligibility determinations, programs, services, and activities are held in facilities that are accessible.

a. Recruitment and selection activities in the Department shall reflect efficiency and effectiveness in the hiring process.

b. The Department assures each candidate and employee equal employment opportunity without regard to age, race, color, sex, religion, national origin, political affiliations, marital status, or disability, except when a specific trait or physical requirement constitutes a bona-fide occupational qualification necessary to perform the essential functions of the position. Furthermore, the Department will ensure an equal employment opportunity in employment practices to any candidate or employee with a disability unless the disability prevents the performance of the essential functions of a position in accordance with the ADA.

c. Employee security background checks, including fingerprinting, are required as a condition of employment for all persons selected for positions in the Department, in addition to volunteers, interns, and subcontractors, as well as contracted employment, in accordance with CFOP 60-25, Chapter 2. All selected candidates new to the Department shall, prior to beginning employment with the Department, be fingerprinted. However, in the event a "name check" is required (occasionally fingerprints are not readable in which case a "name check" must be done), a selected candidate may be hired but must not have any contact with a vulnerable person until the background check is completed. In such case, the employment "offer letter" must include that the offer of employment is conditioned on the successful completion of the criminal history background check. In order to appoint a selected candidate without completion of the background check, the Regional Managing Director, Hospital Administrator, or Assistant Secretary must approve the conditional appointment and submit to the Human Resources Director for approval. There must be no disqualifying offenses under section 435.04, F.S., or, if applicable, section 408.809, F.S., unless an exemption is approved pursuant to CFOP 50-1, Chapter 11, prior to beginning employment. Fingerprints may be kept on file with FDLE and FBI for "real time" cross-checking against state and federal arrest reports.

d. Any Department employee who has been background screened and cleared the background check within the last five years does not have to be re-screened if the employee moves to another position in the Department, except those specific classes listed in paragraph 1-5e below, provided that the employee was screened previously against all applicable screening criteria (post August 1, 2010). The Hiring Authority retains the right to hire the best qualified candidate which may include a review of any prior criminal history.

e. Any Department employee who does not currently occupy an Adult Protective Investigator or Supervisor position, a position in the Child Protective Investigation class series, Mental Health Treatment Facility position, or Florida Abuse Hotline position and who has not been background screened during the 90-day period prior to the date the employee moves into one of these positions must be re-screened.

f. At no point during the hiring process shall the hiring authority or Human Resources rely on state or federal criminal history reports with an effective date that is more than 60 days old. If the most recent criminal history report, state or federal, is more than 60 days old at the time of the hiring package submittal to Human Resources, a new criminal history report is required. The 60-day timeframe is based on the date the criminal history report was generated, which includes any criminal history in the criminal justice information system up until that point in time. This criminal history report would be good for 60 days after that date.

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

h. Except as expressly provided by law, Florida residency is not required for any person as a condition precedent to employment; however, preference in hiring may be given to state residents.

1-6. Employment Eligibility Verification. The Department complies with Immigration Reform and Control Act of 1986 by employing only U.S. citizens and lawfully authorized alien workers. United

States Citizenship and Immigration Services (USCIS) Issues Handbook for Employers (M-274): Guidance for Completing Form I-9 provides information relating to how to correctly complete the Form I-9.

a. All new hires shall complete a Form I-9 after a verbal offer has been made but no later than three business days after the date employment begins. No candidate shall begin employment without an official offer of employment.

b. While completing a Form I-9, new hires to the Department must present original, current or not expired, documents showing their identity and employment authorization.

c. The employee's employment authorization shall be verified by Human Services through the E-Verify system with the Department of Homeland Security.

d. If an employee's employment authorization is not obtained, then E-verify will send a Tentative Non-confirmation (TNC) to the Department. A TNC indicates that there is a mismatch in the information received. The Department representative will notify the employee that the TNC must be resolved.

1-7. Job-Related Selection Criteria. Essential functions and KSAs must be established for the position prior to beginning the recruitment and selection process. 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 the position description does not list the most current duties and responsibilities, the position description must be updated prior to beginning the recruitment and selection process.

1-8. Appointment to Positions in the Senior Management Service and Selected Exempt Service.

a. Appointments to positions within the Senior Management Service and Selected Exempt Service are made by selecting highly qualified candidates.

b. The KSA examining process outlined in this operating 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 candidate profile and reference checks, as required in paragraph 1-14b of this operating procedure, will be completed prior to any offer of employment to the selected candidate.

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

1-9. Appointment to Positions in the Career Service. Selection of candidates for employment into the Career Service is based on analysis of the position and assessment of the candidate's KSAs or competencies necessary for satisfactory performance in the position.

1-10. Filling Positions Without Advertising.

a. There is no requirement to advertise Senior Management Service and Selected Exempt Service positions. However, where appropriate, strong consideration should be given to announce Senior Management Service and Selected Exempt Service positions. The Hiring Authority should work in conjunction with their servicing Human Resources representative to determine the appropriateness of advertising the position.

b. It is Department policy to advertise Career Service vacancies. However, certain actions may be taken to fill vacant positions without advertising, as follows:

(1) Employees reassigned (position with same level of responsibility) or demoted as approved by management;

(2) Appointments within and between agencies of laid-off employees or those who have been given written notice of impending layoff;

(3) Employees reassigned as a result of a request for reassignment filed under a current collective bargaining agreement;

(4) Senior Management Service and Selected Exempt Service employees appointed to a Career Service position;

(5) Employees who meet all job requirements, who are appointed to a new job class upon reclassification or add/delete of their current positions; or,

(6) Candidates from a previous Career Service job announcement, within the preceding six months, if the positions have similar duties and responsibilities.

c. The selection process must be documented and maintained by the Hiring Authority as required in paragraph 1-22 of this operating procedure.

d. Employees in the below collective bargaining units (CBU) have the right to file a Request for Reassignment, Transfer, Change in Duty Station, or Promotion:

(1) Federation of Physicians and Dentists (FPD)/SES Physicians Unit.

(2) Florida Nurses Association (FNA)/Professional Health Care Unit.

(3) Florida Police Benevolent Association (PBA)/Law Enforcement.

(4) Florida State Fire Service Association (FSFSA)/Fire Service Unit.

(5) State Employees Attorneys Guild (SEAG)/SES Attorneys Unit.

(6) Teamsters/Security Services Unit.

e. A request filed by an employee identified in paragraph d above should be sent by the employee to the Department head of the facility/program office of interest. Each facility/program office must establish their own internal process for tracking and processing the requests received. Requests received automatically expire on May 31 of each calendar year, if covered by the FNA/Professional Health Care Unit, Teamsters/Security Services Unit, FSFSA/Fire Service Unit, FPD/SES Physicians Unit, or the SEAG/SES Attorneys Unit; and on June 30 of each calendar year, if covered by the PBA/Special Agent Unit, PBA/ Law Enforcement Unit, or PBA/Florida Highway Patrol Unit.

1-11. Advertising the Position. Prior to advertising a position, the essential functions of the position should be determined. Any updates to a position description should be made prior to advertising.

a. Positions are advertised as follows:

(1) Internal Agency Opportunity is used to accept candidate profiles only from those qualified candidates currently employed with the Department. Employees in the Career Service, Selected Exempt Service, Senior Management Service, and those employees paid from Other

Personal Services funds may apply.

(2) State Personnel System Opportunity is used to accept candidate profiles from all qualified candidates who are employees in the Career Service, Selected Exempt Service, Senior Management Service, or who are paid from Other Personal Services funds.

(3) Open Competitive Opportunity is used to accept candidate profiles from all qualified candidates.

b. All Career Service positions shall be advertised using People First. Additional methods of advertising include, but are not limited to, newspapers, trade journals, e-mail, Monster.com, LinkedIn.com, Dice.com, etc.

c. All job announcements shall include the following language:

(1) Announcement type: "This is a (include type: Open Competitive, State Personnel, or Internal Agency) Opportunity."

(2) If the advertisement is an Internal Agency opportunity, include this language: "Only current DCF employees will be considered."

(3) The following background screening statement:

"BACKGROUND SCREENING REQUIREMENT: It is the policy of the Florida Department of Children and Families that any candidate being considered for employment must successfully complete a State and National criminal history check as a condition of employment before beginning employment, and also be screened in accordance with the requirements of Chapter 435, F.S., and, if applicable, Chapter 408, F.S. **No candidate may begin employment until the background investigation results are received, reviewed for any disqualifying offenses, and approved by the Department.** Background investigations shall include, but not be limited to, fingerprinting for State and Federal criminal records checks through the Florida Department of Law Enforcement (FDLE) and Federal Bureau of Investigation (FBI) and may include local criminal history checks through local law enforcement agencies. Also, employees are subject to background re-screening at least every five years."

(4) The following tobacco free environment statement: "(Facility) is a tobacco free environment."

d. Any job vacancy announcement for job classes in which employees may be required to use their private vehicles in the course and scope of their employment will include a statement of this job requirement in the job vacancy announcement, so that all prospective employees are aware of this requirement. The job classes are selected child welfare and protective investigator or supporting role job classes. Selected candidates will be required to provide proof of their valid driver's license, vehicle registration, and documentation proving that their vehicle is appropriately insured. "Appropriately insured" means (at a minimum) the automobile insurance coverage required by law to operate a motor vehicle in the State of Florida. It is recommended that employees consult with their private insurance carrier to determine if any additional insurance coverage beyond the minimum is recommended by their private insurance carrier. Employees in these selected job classes will receive a vehicle insurance allowance. See CFOP 40-4 (Vehicle Insurance Allowance for Selected Child Welfare and Adult Protective Services Staff) for additional details and the specific job classes.

e. Any other special conditions of employment, e.g., required Telework, On-Call, possess a valid Driver's License, etc., should be included in the job announcement so candidates are aware of such requirements.

1-12. Candidate Profiles.

a. All candidates for positions, i.e., Career Service, Select Exempt Service, Senior Management Service, and Other Personal Services, are required to complete a candidate profile. The Department accepts candidate profiles submitted electronically through the People First System at <https://peoplefirst.myflorida.com/logon.htm>, which are completed and signed according to the instructions on the form. The candidate profile should be reviewed to ensure completeness and that any gaps in employment have been included along with the reasons for any gaps in employment and the reasons for leaving all prior employers. Candidates with incomplete candidate profiles may not receive employment consideration.

b. For all advertised vacancies, candidate profiles received after the deadline for an announced vacancy shall not be considered. Such candidates must be notified in writing that they are not being considered, as soon as possible, after the deadline.

c. Candidates for Career Service positions who are eligible to claim Veterans' Preference must specifically claim the preference on the candidate profile by completing the Veterans' Preference section and by furnishing supporting documentation by the close of the advertisement. 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. Additional information on Veterans' Preference is provided by the Florida Department of Veterans' Affairs at <http://www.floridavets.org/index.asp>. See Veterans' Benefits/State Benefits/Veterans Preference.

d. Candidates for Career Service positions who claim Veterans' Preference that are deemed by the People First Service Center as ineligible for the position, or eligible but under a different category than what the candidate claimed, must be reviewed by Human Services for a final determination prior to proceeding with the selection process. The Hiring Authority is responsible for requesting the final determination from Human Services after receiving notification from People First.

1-13. Evaluating Candidate Profiles and Resumés.

a. Candidate profiles and resumés must be reviewed and evaluated to compare the candidate's KSAs, 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.

b. 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 cannot be given further consideration.

c. All former employees are eligible to apply for re-employment. A former employee's employment history, along with the former employee's qualifications, will be carefully reviewed to determine if the former employee is an appropriate candidate for re-employment consideration. A former employee may be screened out at any time after it is determined the candidate is no longer an appropriate candidate for employment, and any such determination must be based on a careful review and documented justification to ensure a legitimate business reason for terminating further consideration of the candidate.

d. The evaluation should determine who best meets the position requirements based on education, training, experience, and competencies relative to the essential functions of the position, and for former employees, a careful review of the former employee's employment history with the Department. 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, the overall educational background, and other material job-related factors. Additionally, Veterans' Preference and Affirmative Action may also play a role in the decision-making process.

1-14. Evaluating Candidates.

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

(1) 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. It is noted this does not preclude a careful examination of the candidate's prior employment experience, and any specific questions relevant to the candidate's employment history, e.g., reasons for leaving prior employers, etc. 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 selected candidate. During the interview, the candidates must be advised of the Department's pre-employment employee security background screening requirements, which must be satisfactorily completed prior to beginning work. See Attachment 1 to this chapter for sample interview questions.

(2) Hiring Profile and Behavioral Based Interviewing. It is recommended that a Hiring Profile be developed based on the characteristics of high performing employees currently in the role. The objective is to identify the work-related characteristics and traits of high performing employees. Behavioral Based Interviewing techniques (open-ended questions based on past experiences) can be utilized to determine which candidates best meet the needs of the Department. The premise behind Behavioral Based Interviewing is past behavior is the best predictor of future behavior. The same questions should be asked of all the candidates to best gauge the responses by all the candidates.

(3) Work Sample/Job Fit Assessment. A task exercise representative of work actually required by the position, or job fit assessment may be given to candidates to identify those who possess the ability to perform that task. Work Sample/Job Fit Assessment may be used as an evaluation tool to identify candidates for a particular KSA (e.g., word processing ability, customer service skills), and may be administered on a pass/fail basis. All candidates that are required to produce a work sample or take an assessment must be given the same task exercise/assessment to complete.

(4) 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. See Attachment 2 to this chapter for sample questions.

b. Verifications and Reference Checks for the Selected Candidate.

(1) A copy of the original college degree or official transcript from an accredited institution, or high school diploma or transcript, must be obtained for all positions that have an educational requirement and submitted to Human Services with the New Hire Package. The copy of the degree or official transcript provided must reflect the date the degree was conferred, and the type of degree awarded.

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

(3) If the Hiring Authority establishes certain educational, licensure, registration, or certification requirements as a preference rather than a requirement for a position and it is a factor in the selection process to determine the best suited candidate for the position, the Hiring Authority must submit a copy to Human Services with the New Hire Package for inclusion in the selected employee's official personnel file.

(4) 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. See CFOP 60-12, Driver's License as a Condition of Employment.

(5) Reference checks must be performed on the selected candidate by the Hiring Authority prior to offering employment.

(a) It is recommended that reference checks be conducted by the actual hiring authority and not delegated to clerical staff or others.

(b) A reference check should be done with the candidate's supervisor(s), former supervisor(s), or a supervisor in the chain of command. If a supervisor is not available, the Hiring Authority should contact the candidate's Human Resources office and ask for a reference.

(c) When conducting an employer reference check, the interviewer should listen carefully and ask probing questions as needed to discover all the facts.

(d) In performing an employer reference check, only job-related questions should be asked. For example, 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.

(e) References from non-supervisory workers are not acceptable.

(f) Letters of reference are not accepted in lieu of an Employer Reference Check.

(g) The minimum number of required employer reference checks should be such that verification of the candidate's qualifications and work experience to perform the requirements of the position can be determined.

(h) A review of the candidate's personnel file shall also be done by the Hiring Authority if it is a public record. This review shall include a request of any administrative case file or employee relations case file. In order to satisfy the request of reviewing the personnel file for current or former employees of another state agency, a review need only be conducted of any disciplinary actions/counseling documents and the most recent three performance evaluations. The reference check is used to verify the work history reported on the employment application that is necessary to perform the requirements of the position. Additionally, the reference check must verify that the candidate possesses the job skills and knowledge required for the position. Work experience must be verified on the Employer Reference Check form (form CF 787, available in DCF Forms).

(i) For internal Department employees, if the candidate currently works under the same Hiring Authority or within the same work unit, an employer reference check is not required.

(j) When the employer reference check is on a current or former Department employee or volunteer, a review of the personnel file or selected documents in the personnel file (disciplinary actions/counseling documents and the most recent three performance evaluations) shall be performed. These documents can be requested using the Human Resources Personnel Records Request (form CF 747, available in DCF Forms). The current or former supervisor shall be contacted

by the Hiring Authority to verify the KSAs and other pertinent material related to the candidate, including whether any disciplinary action was proposed or taken against the current or former employee at any time during his or her employment. In addition, an Inspector General (IG) check is required for any current or former Department employee or volunteer, or any current or former employee of a contracted or subcontracted provider. CF 774 should be used to conduct the IG check. If there is any information provided by the IG that could impact the hiring decision, the information shall be reviewed with the appropriate senior management.

(k) The use of on-line reference check websites to post employment references is prohibited.

(6) If a completed employer reference check cannot be obtained, documentation of unsuccessful attempts is required.

(7) Approval to hire the candidate must be obtained from the Regional Managing Director, or Hospital Administrator for their respective positions, or the Deputy Secretary or Assistant Secretary through an Employer Reference Check form (form CF 787, available in DCF Forms) if the Hiring Authority recommends employment of a candidate described as follows:

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

(b) Any other employee dismissed by the Department or another state agency (not including an employee who is laid-off);

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

(d) Any employee who signed an agreement with their organization that included language making the candidate ineligible for re-employment;

(e) Any employee who has resigned from the Department or another state agency while the subject of an investigation, including being the subject of an IG investigation if a current or former employee of the Department;

(f) A volunteer whose work is or was unsatisfactory and the supervisor concludes that consultation or additional training will not result in improvement; or,

(g) A volunteer who violated any Department of Children and Families rules, regulations, or other applicable state or federal laws.

c. Convictions Involving Drugs. The candidate profile of the selected candidate must be reviewed for any information concerning convictions involving drugs listed in section 775.16, F.S., to determine if the candidate has completed all requirements imposed by the court. The Hiring Authority must verify that the candidate has completed all court-imposed requirements. All unresolved issues should be brought to the attention of the servicing Human Resources employee relations representative for further guidance.

d. Criminal History. All information disclosed on the candidate profile of the selected candidate relating to felonies or misdemeanors must be reviewed and discussed with the candidate 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. There are certain criminal offenses under Chapter 435, F.S., and if applicable Chapter 408, F.S., that are disqualifying from employment unless an exemption is obtained

pursuant to CFOP 50-1, Chapter 11. See paragraph 1-15 of this operating procedure for additional information on criminal history. The Hiring Authority must ensure that any criminal history required to be included on the candidate profile is included. If there are questions or concerns, see CFOP 60-25, Chapter 2, Employee Security Background Screening, or contact the servicing Human Resources employee relations representative for further guidance.

1-15. Criminal History and Background Records Review.

a. Pre-employment security background investigations, including fingerprinting, are required as a condition of employment for all persons selected for positions or volunteers in the Department in accordance with the provisions of CFOP 60-25, Chapter 2, Employee Security Background Screening.

b. For any out-of-state candidates, a face-to-face interview would provide an opportunity to be fingerprinted so that if such candidate was selected for employment consideration, a background check could then be completed prior to the candidate beginning employment. If a face-to-face interview is not possible, which would allow for an opportunity to be fingerprinted, a determination could be made on a case-by-case basis whether or not the required fingerprinting could be done by an out-of-state agency, such as a local law enforcement agency, or a vendor as authorized pursuant to section 435.04, F.S., and certified fingerprints transmitted to the Hiring Authority so that the required background check could be completed prior to the selected candidate beginning work. In all cases, the required background screening must be completed prior to the selected candidate beginning employment in accordance with CFOP 60-25, Chapter 2, Employee Security Background Screening.

c. If the Department determines that grounds exist for the denial of employment of any candidate based on a disqualifying offense, the servicing Human Resources employee relations representative or appropriate Background Screening Unit shall notify the candidate in writing, stating the specific record that indicates a disqualifying offense. It shall be the responsibility of the candidate to contest his or her disqualification from employment or to request exemption from disqualification in accordance with CFOP 50-1, Chapter 11, Exemption from Disqualification.

d. If the results of a background investigation indicate that a candidate has (1) been convicted of an offense, or (2) pleaded nolo contendere regardless of the adjudication, the Hiring Authority and the servicing Human Resources employee relations representative shall discuss the results with the individual and review the candidate profile to ascertain if the individual indicated a previous conviction of a felony or first-degree misdemeanor on the candidate profile.

e. If the results of a background investigation indicate that a candidate has any other criminal history, for any offenses other than those found in section 435.04, F.S., or, if applicable, section 408.809, F.S., the Hiring Authority and the servicing Human Resources employee relations representative shall discuss the results with the individual and review the candidate profile to ascertain if the individual disclosed the results on the candidate profile if the individual was required to do so. If the results were required to be disclosed on the candidate profile and were not disclosed, and if it is determined that the omission was inadvertent, then the candidate shall be required to update the candidate profile to ensure all criminal history is on the candidate profile.

(1) Based on the results of the background investigation, and the records review, and the information provided on the candidate profile, the Hiring Authority will consult with the servicing Human Resources employee relations representative, and legal as necessary, to determine if the candidate is qualified for employment in the position applied for. If it is determined that the candidate falsified his or her candidate profile, the candidate shall not be considered further for the position for which he or she applied. If a candidate is hired and it is subsequently determined the candidate falsified his or her candidate profile, the candidate shall be subject to dismissal.

(2) If the Hiring Authority recommends employment of the candidate, approval to hire the candidate must be obtained from the Regional Managing Director, or Hospital Administrator for their respective positions, or the Deputy Secretary or Assistant Secretary for Headquarters positions, using a Criminal History Record Review Checklist (form CF 757, available in DCF Forms).

f. Reports of Abuse, Neglect, Abandonment or Exploitation. The use of Florida Abuse Hotline information for employment purposes is limited to only the Department and the Agency for Persons with Disabilities (APD), and this authority is limited by the provisions of section 39.302(7) and section 415.107(8), F.S. If there are questions or concerns about the information, consider discussing with the Department's Office of General Counsel.

(1) To provide further guidance on the use of abuse report information, the use of adult abuse report information for the purpose of employment screening is prohibited by section 415.107(8), F.S. Therefore, hiring authorities should not use adult abuse report information in any employment screening.

(2) The Department may use child abuse report information for the purpose of employment screening. The Central Abuse Hotline Record Search (form CF 1651, available in DCF Forms) can be utilized to request this information by the Hiring Authority for selected candidates working in the child protective investigator class series, the crime intelligence/analyst class series, the Florida Abuse Hotline, the adult protective investigator class series, Children's Legal Services, and the mental health treatment facilities in which a review of the Florida Safe Families Network (FSFN) for child abuse information would be job related.¹ Do not attach any FSFN printout to CF 1651. Only "verified" abuse report findings should be utilized for employment screening. "Unverified" abuse report information should not be utilized for employment screening. With "verified" child abuse report information, a careful review should be conducted by the appropriate management to ensure that all the facts have been considered and an informed decision made taking into account the totality of circumstances as well as the factors listed in form CF 738 (available in DCF Forms).

g. Form CF 1651, if utilized, with the child abuse identifying report results listed on it (report number, report date, and county), shall be attached (if not utilized the information should be included) to the Child Abuse Record Review Checklist (CF 738), and submitted to the appropriate Deputy Secretary or Assistant Secretary, Regional Managing Director, Hospital Administrator, or their designee, for final approval of the employment or for continued employment. Any confidential abuse report information should not be attached to or included with CF 738, and should remain stored in the FSFN system.

1-16. Pre-Employment Medical Examinations and Drug Testing.

a. A medical examination may be required for appointment to any position in the Department when it is job-related and justified by business necessity and where this requirement is applied uniformly to all selected candidates in the same job category. Job-relatedness and business necessity must be shown if a conditional job offer is to be withdrawn based upon the results of a medical examination.

(1) Medical examinations may be required only after a conditional job offer is made. The offer of employment must be conditioned upon passing the medical examination.

(2) Medical examination information shall be maintained securely and confidentially in the employee's confidential medical file and maintained separately from the official personnel file.

b. Candidates being considered for appointment to a position requiring a drug test must successfully complete the Department's drug testing requirements pursuant to the Department's Drug-

¹ Human Resources can review any requests to include additional positions or job classes.

Free Workplace Policy governing this process. Failure to successfully complete the drug testing requirements will result in a conditional job offer being withdrawn.

1-17. Employment of Relatives.

a. In accordance with section 112.3135(2), F.S., a public official may not appoint, employ, promote, advance, advocate for appointment, employment, promotion, or advancement, in or to a position in the Department in which the public official is serving or over which the public official exercises jurisdiction or control of any individual who is a relative of the public official. Additionally, Volunteer Services will follow the State of Florida Personnel Rules in reference to hiring of relatives when direct supervision of the volunteer is provided by an employee.

b. The following applies to the employment of relatives as well as a volunteer or intern within the Department. It applies to all original appointments, promotions, reassignments, demotions, transfers, other current or future personnel actions, or volunteer and intern services.

c. No personnel action or approval of volunteer or intern services may be taken that would result in the employment of a person in a position in which one employee would be in direct supervision over or under a relative.

d. In the event of an emergency as defined in section 252.34 F.S., the Secretary or designee may approve temporary employment of individuals whose employment would be otherwise prohibited herein when such employment is necessary to carry out emergency management responsibilities. Information on all approved exceptions will be maintained in the employee's official personnel file.

1-18. Requests for Reasonable Accommodation.

a. Any candidate for employment may request a reasonable accommodation at any time during the job application process. The request for accommodation must state the type of accommodation requested. A candidate may request a reasonable accommodation orally or in writing (no special words are needed) or the accommodation can be requested by a representative on behalf of a candidate with a disability. Persons who are deaf or hard of hearing can request a reasonable accommodation in employment and service delivery activities through the use of auxiliary aids and services and certified interpreters at no cost. If the local Human Resources employee relations representative is unsure if the ADA is applicable, he/she must contact the Headquarters/Region/Mental Health Treatment Facility ADA Coordinator or the Department's Office of Civil Rights for clarification.

b. Although a candidate may request an accommodation, the Department is prohibited from asking the candidate certain questions about their disability prior to an offer of employment. Candidates may be asked about their ability to perform essential functions of the job; however, the Department representative may not inquire about the existence, nature, or severity of a candidate's disability; the condition causing the disability, the candidate's prognosis or expectation regarding the condition or disability, or if special leave or treatment is required because of the disability.

c. If the recommendation is approved, then the requested accommodation or an accommodation that is equally effective shall be provided.

d. If the recommendation is denied, the request must be forwarded to the Secretary or designee. Only the Secretary or designee may deny a request for accommodation.

e. The local Human Resources employee relations representative shall notify the candidate/employee in writing of the action to be taken regarding the request for accommodation.

f. All requests for accommodations shall be forwarded to the Region Civil Rights Officer within 10 days after completion.

g. If the applicant/employee is not satisfied with the decision, he or she may request a review by the Secretary or designee or file a complaint using the complaint process outlined in CFOP 60-10, Chapter 1, ADA Accommodation Procedures for Applicants/Employees/General Public.

1-19. Employment Selection.

a. An Appointment Checklist (form CF 786, available in DCF Forms) must be completed for each selected candidate.

b. By submitting the documents that are required to process the employment action for the selected candidate (including the completed Employer Reference Check(s) and Appointment Checklist), the Hiring Authority is certifying that the selected candidate meets the job requirements for the position; and that the candidate has demonstrated they possess the KSAs/competencies that are required to perform the essential functions of the position.

c. Before any offer of employment or appointment may be made to the selected candidate, verbally or in writing, the type of appointment must be determined, the appointment rate of pay must be approved in accordance with the Department's Salary Policy, and all verifications, including a criminal history check and reference checks, must be completed.

d. Once the Hiring Authority obtains all approvals to hire the selected candidate, a verbal employment offer may be made. Upon receipt of the completed appointment package, an electronic offer letter will be provided by Human Services to the Hiring Authority for distribution to the selected candidate.

e. All job offers are conditional upon employment related eligibility and verification requirements being met, such as a physical examination, a drug test, a criminal history check, a driver's license check, or passing the Florida Bar for attorneys.

f. Candidates within a requisition/applicant pool shall be notified in writing or through the People First System, as soon as possible, after completion of the selection process.

1-20. Selective Service Registration.

a. The agency is responsible for verifying that all selected male candidates born on or after October 1, 1962, have registered for the Selective Service. Verification of Selective Service registration must be completed prior to appointment into an authorized position or appointment to a higher-level authorized position thereafter.

b. Human Services is responsible for verifying Selective Service registration and will notify the Hiring Authority if the candidate is found not to have registered with the Selective Service.

c. If it is found that a candidate has never registered and the candidate has not reached his 26th birthday, the candidate may still register and shall provide proof of registration prior to further consideration for employment.

d. If a candidate has never registered and the candidate's 26th birthday has passed, the candidate is no longer able to register. As a consequence, the individual shall not be considered further for employment, as per section 110.1128, F.S.; and, if the individual is a current employee, shall not be promoted to a higher authorized position, or appointed to another Selected Exempt Service or Senior Management Service position.

e. There are exceptions that may be allowed for veterans, part-time National Guard or Reservists, and candidates who did not become a legal resident or citizen until after October 1, 1962. The Department of Management Services' Program Guidelines for Selective Service Registration provides additional information as to acceptable documentation for those circumstances.

f. If it is determined that a candidate has not registered, Human Services must notify the Hiring Authority that the candidate did not register. The Hiring Authority is responsible for advising the candidate that he will need to provide a letter from the Selective Service relating to his registration criteria status. The Department of Management Services, Division of Human Resource Management, Selective Service Registration Program Guidelines further explains, "The requirement to register for the Selective Service applies to any male applicant/employee who has entered the United States, either legally or illegally, if they meet the registration requirements. Since just the date of legal residency or citizenship is not a clear indicator of whether or not the applicant or employee may have been required to register, the agency must request that the applicant or employee obtain a letter from the Selective Service verifying whether or not they met the registration criteria and should have, but did not, register. The Selective Service will verify if they were required to register without specifying if their failure to register was willful or knowing. However, for purposes of employment eligibility, it is only necessary to establish that they were required to register. Consequently, if it is determined that the candidate/employee was required to register, the agency can take the appropriate action in accordance with this guideline."

g. Candidates whose selective service registration cannot be verified can complete the Request for Status Information Letter. Instructions for completing the form are listed on page 3 and 4 of the Request for Status Information Letter request form. Candidates should complete and sign the Request for Status Information Letter form, attach a copy of the passport that they possessed when entering the United States, and mail the form to Selective Service System at the address below:

ATTN: SIL
PO Box 94638
Palatine, IL 60094-4638

Once the candidate receives their Status Information Letter, they should provide the document to their hiring manager who should forward the copy to Human Services for further processing.

1-21. Determining Appointment Type, Salary, and Status.

a. Career Service.

(1) Appointments in the Career Service must be one of the following: original, promotion, demotion, reassignment, lateral action, or reinstatement. Appointment types shall be determined by a comparison of the broadband level, level of responsibility, pay band maximums of the position that the employee currently holds versus the position in which the individual is being appointed (e.g., if the pay band maximum for the new position appointment is higher, it would be considered a promotion, if pay band maximum is the same, it would be a reassignment and if the pay band maximum is lower, it would be considered a demotion).

(2) Pay upon appointment must be approved in accordance with the Department's Salary Policy.

(3) An employee appointed to fill a position in the Career Service shall be given one of the following status types as defined below (Trainee, Probationary, or Permanent):

(a) Trainee. An employee appointed to a position as a trainee shall be given trainee status in accordance with the approved trainee program. 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.

(b) Probationary. An employee appointed with probationary status is required to serve a probationary period of at least one year. While in probationary status, the employee serves at the pleasure of the agency head and has no notice or appeal rights pursuant to section 110.227 and Chapter 120 of the Florida Statutes. Hiring Authorities shall advise such employees in their appointment letter that they must satisfactorily complete a one-year probationary period in their current position.

(c) Permanent. An employee appointed with permanent status 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, prior to being appointed with permanent status.

(4) Status shall be determined in accordance with the appointment type as outlined below:

(a) Demotion Appointment. Upon a demotion appointment, the employee shall be given probationary status. However, the demotion appointment shall be with permanent status, if all of the following conditions are met:

1. The demotion is to a position within the Department;
2. The employee previously held permanent status in the position and the duties of such position have not changed substantially; and,
3. The position is assigned to the same occupation and broadband level of the position previously held by the employee.

(b) Original Appointment. Upon an original appointment, the employee shall be given probationary status. This includes individuals moving into an established Career Service position from a Selected Exempt Service or Senior Management Service position in which they may have obtained permanent status in the Career Service previously.

(c) Promotion Appointment. Upon a promotion appointment, the employee shall be given probationary status.

(d) Reassignment Appointment. Upon a reassignment appointment, the employee shall be given probationary status. If the reassignment is in conjunction with a legislatively mandated transfer of the position, the employee will retain their current status unless the Legislature directs otherwise.

(e) Lateral Action Appointment. Upon a lateral action appointment, the employee shall retain the status held in their previous position. If probationary status, time spent in the previous position shall count toward completion of the required probationary period for the new position.

(f) Reinstatement Appointment. Upon a reinstatement appointment, the employee shall be appointed with the same status previously held at the time of separation from the Department.

b. Selected Exempt Service and Senior Management Service.

(1) 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.

(2) Pay upon appointment must be approved in accordance with the Department's Salary Policy.

(3) For appointments from the Senior Management Service or the Selected Exempt Service to a Career Service position, the employee will be appointed with probationary status.

1-22. Documenting the Selection.

a. The Hiring Authority is responsible for maintaining selection documentation for each selection for a period of four years after the personnel action is effected and any litigation concerning appointment to the position is resolved. Items that are required to document the selection process shall include:

(1) Copy of the Job Opportunity Announcement (if position was advertised).

(2) Copy of Candidate profile of selected candidate.

(3) Copy of justification on the selected candidate.

(4) Copy of Request for Personnel Action form.

(5) Copy of the Employer Reference Check form(s) and relevant documents obtained during the review of another agency's personnel file related to discipline, performance, etc.

(6) Verification of licenses, registration, certification, education, and/or training used to qualify.

(7) Copy of the job offer letter.

(8) KSAs or competencies identified as critical to successful performance in the position.

(9) Copies of all selection techniques (interview questions, work samples, etc.).

(10) Names of all candidates for the position.

(11) Documentation of the screening criteria and process. (NOTE: The background screening records, which are maintained by Human Resources employee relations, must be retained for four years or until any litigation is resolved or until the employee's separation from employment if longer than four years. See Chapter 60-25, Chapter 2, for additional details.)

(12) Names and titles of all persons administering the selection process.

(13) Appointment Checklist.

(14) Any request for accommodation; information relative to the request shall be maintained as confidential.

b. The Hiring Authority is responsible for creating and submitting the employment package to Human Services for review and processing. The Hiring Authority will complete the Appointment Checklist; scan and send all required supporting documents to Human Services at a minimum of five days prior to the proposed effective date of action. Please keep in mind that the package should be submitted enough in advance for the employee to give proper notice to their employer, if presently employed. Items needed in the employment package shall include, but are not limited to:

- (1) Appointment Checklist.
- (2) Request for Personnel Action form.
- (3) Candidate profile.
- (4) Employer Reference Check form(s) and relevant documents obtained during the review of another agency's personnel file related to discipline, performance, etc.
- (5) Notification of Additional Employment Outside of State Government form (if applicable).
- (6) Dual Employment form (if applicable).
- (7) Copy of degree/educational requirement(s) (if applicable).
- (8) Copy of licensure/certification requirement(s) (if applicable).
- (9) Background Screening Clearance dates (submitted and completed).
- (10) Drug Screening Clearance dates (submitted and completed) (if applicable).
- (11) Driver License Clearance and copy of valid driver license (if applicable).
- (12) Abuse Check Clearance dates (submitted and completed) (if applicable).
- (13) Benefit Recovery Check (if applicable).
- (14) Inspector General Check (if applicable).
- (15) Form I-9 with supporting List A or List B and C documentation.
- (16) Copy of social security card and photo identification.
- (17) Employee Profile form.
- (18) Florida Retirement System Certification form.
- (19) Request to Withhold Information from Public Record form (if applicable).
- (20) Notarized Oath of Loyalty.
- (21) Security Agreement form.
- (22) Employee Nepotism form (if applicable).
- (23) Vehicle Registration (if applicable).

- (24) Vehicle Insurance Allowance Proof of Automobile Insurance or Form (if applicable).
- (25) Attestation Requirements form.
- (26) Personnel File review.

c. 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 appropriate legal office.

d. The People First Service Center maintains a process for the retention of all electronic candidate profiles for four years in accordance with the Florida Department of State records retention schedule and as set forth in Department of Management Services (DMS) Policy Clarification Tracking Number 2007-#002 on the Retention of Employment Applications. If there is any litigation, then the Department of Children and Families is responsible for printing any candidate profiles related to the litigation and retaining them more than four years. Otherwise, it is not normally necessary to print copies of all candidate profiles. It is normally sufficient to print the candidate profile for the selected candidate and retain the selection documents listed in paragraph 1-22a of this operating procedure.

BY DIRECTION OF THE SECRETARY:

(Signed original copy on file)

SHELBY JEFFERSON
Human Resources Director

SUMMARY OF REVISED, DELETED, OR ADDED MATERIALS

Clarified Background Screening requirement in paragraph 1-11 by replacing "Agency" with "Department".

DEVELOPING INTERVIEW QUESTIONS

A good predictor of how a person will perform in the future is past performance. When developing interview questions seek information that is necessary and pertinent to the job.

- ✓ Is the information necessary to judge a candidate's competence to perform the essential functions of the position?
- ✓ Ask only for information that will be used to make a hiring decision.
- ✓ Develop a business rationale or justification for how the information will be used to make the hiring decision.
- ✓ Ask open-ended questions.

Typically, a wide variety of questions can be used to gain information about a candidate's job skills. Use these questions as guides to help develop questions that target specific KSA requirements for the job. Examples are:

1. Give an example of how you handled completing a job assignment without enough information.
2. Give an example of your communication skills when making an important point about a job assignment.
3. Give an example of the strengths or weaknesses of your fact-finding skills related to a problem in the workplace. Then tell me how you analyzed the information to make a good decision.
4. Give an example of an important personal goal that you have achieved, identifying the obstacles you confronted and how you conquered the obstacles in achieving your goal.
5. What did you do in your last job that improved your effectiveness with your organization and planning skills? Be specific.
6. What did you do in your last job to contribute towards teamwork? Be specific.
7. Describe a job related situation in which you were able to positively influence the actions of others in a desired direction.

WILLINGNESS QUESTIONNAIRE

A willingness questionnaire is a survey form containing questions that address a candidate's willingness to perform certain required aspects of a position.

Many positions have requirements or characteristics, not readily apparent by job title or minimum qualifications that are required and must be undertaken willingly for successful performance in the job. By making these requirements clear early in the selection process, candidates can be ranked accordingly in the selection process.

Examples of willingness questions would include absolute requirements such as:

1. Are you willing to work overtime during the preparation of the annual budget request?
2. Are you willing to work rotating shifts?
3. Are you willing to be "on-call" during an off duty period, to be able to return to work on short notice?

Position requirements, such as security background screening, pre-employment medical examinations; drug-testing or possession of a valid driver's license should be included in the job advertisement and explained during the interview. A willingness questionnaire is not appropriate for these position requirements.