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Department of Transportation

RECRUITMENT AND SELECTION

AUTHORITY:

Sections 20.23 (3)(a) and 334.048(3), Florida Statutes (F.S.)

STATEMENT OF POLICY:

It is the policy of the Florida Department of Transportation (Department) to establish guidelines for the recruitment and selection of Department employees.

SCOPE:

Department supervisors and managers who have hiring authority.

DEFINITIONS:

Adversely Affected Employee – An employee whose position has been designated for deletion based on budget cuts, program reductions resulting from outsourcing or privatization efforts, program phase-outs or some other form of workforce reduction.

Candidate Documentation – Candidate Application and/or resume contained in People First

Essential Duties and Responsibilities - The fundamental requirements of the position that an individual must be able to perform, with or without reasonable accommodation.

Hiring Manager – The manager or supervisor who has been delegated responsibility to appoint employees to vacant positions.

Knowledge, Skills, and Abilities (KSAs)

Knowledge - The organized body of information, facts, or principles that an individual must possess for successful job performance. Knowledge may be acquired through education, training, or experience.

Skill - Proficiency in the manual, verbal, or mental manipulation of data or things that an individual must possess for successful job performance. A skill can be observed.

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

Management Directed Reassignment or Demotion - A type of appointment that occurs when leadership decides to reassign or demote a current Department employee to an established position to meet an organizational need. Such decisions do not involve any competition and are to be made prior to circulating any written or verbal internal vacancy announcement.

Minimum Qualifications (MQs) – The minimum qualifications required for a candidate to be considered eligible for a position.

Organizational Unit – Any cost center or group of cost centers which is / are separately recognized as one work unit or one work location or is / are designated such by the Secretary.

Position Description - The document prepared by the Department that sets forth the officially assigned duties and responsibilities of the position and other information pertinent to the position.

Veterans' Preference Eligible Applicant (VPEA)- Employment consideration that must be given to certain veterans and spouses of veterans as prescribed by **Chapter 295, F.S.**, and **Rule 55A-7, F.A.C.**

1. THE RECRUITMENT PROCESS

It is the Department's policy to advertise all Career Service vacancies. The decision to advertise vacant Selected Exempt Service (SES) positions is discretionary by the Assistant Secretaries, District Secretaries, and Executive Directors according to their areas of jurisdiction. The advertisement of a vacant Senior Management Service (SMS) position is mandatory unless the position is filled by moving another member of the SMS by an acting appointment or the requirement is waived in writing by the Secretary.

Other Personal Services (OPS) employees can be utilized to accomplish short-term tasks or projects. Contact the Human Resources Office (HRO) for guidance in

requesting recruitment and selection of an Other Personal Services (OPS) employee.

1.1 REVIEW THE POSITION DESCRIPTION

Every two years and prior to advertising a vacancy, the hiring manager must review and update the position description, to ensure it accurately reflects the duties, responsibilities, KSAs and MQ's, if applicable.

If the hiring manager determines the position is better designated as a shared employment position, authorization must be obtained from the appropriate Assistant Secretary.

1.2 OBTAIN WRITTEN AUTHORIZATION

To fill a Career Service position, the hiring manager must obtain written authorization from the Cost Center Manager. To fill a SES position, the hiring manager must obtain written authorization from the appropriate Assistant Secretary, District Secretary, or Executive Director. The HRO will obtain authorization to fill SMS positions. All requests to fill positions must include the following information:

- Position Number
- Broadband Title
- Broadband Code
- DMS Class Title
- Vacancy Date
- Current Position Description (updated within the last two years)
- Last Incumbent's Salary
- Requested Salary Range
- Pay Band
- Cost Center Number
- Method of Filling
- KSAs
- MQs

1.3 ADVERTISE THE VACANCY

The People First System is used to advertise vacant positions. Special recruiting efforts may also be utilized and shall be coordinated with the HRO. If the vacancy is not filled by a management directed reassignment and is to be advertised, the hiring manager must:

- (A) Select the type of advertisement.

- Internal Agency Opportunity: Available only to current Department Other Personal Services (OPS), Career Service, SES, or SMS employees and requires approval by an Assistant Secretary.
 - Open Competitive Opportunity: Available to all candidates (internal and external).
 - State Personnel System: Available to candidates currently employed with any state agency within the State Personnel System as OPS, Career Service, SES or SMS employees.
- (B) Use a recruitment salary range in the advertisement, rather than the broadband salary range, to provide a more appropriate salary parameter.
- (C) To maintain consistency and statewide requirements, use **Form No. 250-015-16, Job Posting Description**.
- (D) The following actions may not require advertisement:
- Management directed reassignment or demotion
 - Appointment of adversely affected employees*
 - Appointment of employees into SES positions
 - Appointment of employees with trainee status
 - Use of the candidate pool from a previous advertisement that has been closed within the last six months
- *The hiring manager must contact the HRO prior to advertising to ensure any adversely affected employees receive priority consideration. The Central Office or District Internal Job Placement Coordinator will assist the hiring manager in these efforts.
- (E) Requests to extend (or reopen) a Career Service Open Competitive advertisement may be granted, after obtaining HRO approval, if the advertisement has been closed for not more than 14 days. If the Career Service Open Competitive advertisement has been closed for more than 14 days, and the hiring manager requests a re-advertisement of the position, then the previous advertisement must be cancelled first.

2. THE SELECTION PROCESS

2.1 REVIEW APPLICATIONS

Review all employment documents submitted to compare the candidate's MQs/KSAs, work experience, and educational background to the essential duties, responsibilities and MQs/KSAs established for the position and to ensure that the required licenses and/or certifications are valid. Advance to the evaluation phase those candidates who meet all of the MQs/KSAs and the essential duties and responsibilities of the position, and who have the necessary licensure(s) and certification(s).

(A) VPEA

Eligible veterans who furnish supporting documentation no later than the closing date of the job advertisement and meet all of the MQs and essential duties and responsibilities of the position must advance to the evaluation phase. Veterans' Preference does not apply to OPS, SES or SMS positions.

The Central Office Recruitment and Selection Specialist or the District HR Managers or Coordinators will attempt to contact all candidates claiming veterans' preference that did not submit the VP-1 Form, and/or supporting documentation or those that submitted insufficient documentation via email. Candidates will have ten (10) business days from the date the email is sent to respond with the missing documentation. If the candidate fails to respond with the missing documentation by 6:00 p.m. on the deadline date and the hiring manager has completed the interview process, no further consideration of the candidate is required and the hiring manager will be notified to move forward with the selection process.

(B) Laid-off Employees

Candidates who were laid-off from a state agency, furnished the appropriate documentation, and meet all of the MQs/KSAs and essential duties and responsibilities of the position must advance to the evaluation phase.

2.2 EVALUATE CANDIDATES

2.2.1 Selection Techniques

For candidates advancing to the evaluation phase, the hiring manager must conduct an oral interview to determine whether they possess the required KSAs necessary to perform the duties and responsibilities of the position. Hiring managers may conduct first round interviews via telephone, if desired. However, second round or face-to-face interviews (held in person or via video conferencing) are strongly recommended. When interviews are conducted via telephone or face-to-face, practices include:

- Having more than one person and the same team members present for every interview;
- Asking each candidate the same set of predetermined, job-related questions; and
- Having each member of the interview team document the candidates' responses.

Candidates should not be asked about the existence, nature, or severity of a disability. Candidates may, however, be given a copy of the position description to review and asked whether they are able to perform the essential duties and responsibilities of the position, with or without a reasonable accommodation. If during the interview a candidate discloses the need for an accommodation to be able to perform the

essential duties and responsibilities of the position, the hiring manager should ask, "How would you perform those tasks and what accommodation would be needed?" A request for accommodation must be documented on the **Form No. 250-015-10, Job Accommodation Description**. Should the candidate indicate a need for, or request, an accommodation prior to the interview, please contact the HRO.

Additional selection techniques approved for evaluating the candidates are listed below. In order to provide equal opportunity, the same selection technique(s) must be used for all candidates who advance to the evaluation phase.

- **Work Sample:** A task exercise, representative of work actually done on the job, assigned to candidates to identify those who possess the ability to perform that task. Work samples should be administered on a pass/fail basis.
- **Supplemental Application:** A written document, used in addition to the employment application, requiring a candidate to provide written responses reflecting their qualifications as they relate to the position MQs/KSAs. All candidates must be given an opportunity to complete the supplemental application prior to reviewing any of the candidate's qualifications.
- **Willingness Questionnaire:** A survey containing "yes" or "no" questions which address the candidate's willingness to perform certain required aspects of a position that are necessary to accomplish the essential duties and responsibilities of the position.

2.3 PERFORM PRE-EMPLOYMENT CHECKS

The following pre-employment verifications are necessary prior to making an offer of employment:

(A) Employment History Verification

1. Verify employment history of the successful candidate, using **Form No. 250-015-20, Employment History Verification**. Ask only job-related questions. Questions referring to overall attendance may be asked, but questions related to a candidate's health or days of absence specifically due to illness are prohibited.
2. Document unsuccessful attempts to verify employment history and include in the selection documentation.
3. If the successful candidate has prior employment history with another state agency, a review of the candidate's personnel record is recommended.

4. Review the application for gaps in employment. If a gap exceeds 90 days, complete **Form No. 250-015-26, Gap(s) in Employment History**. This item does not apply to current Department employees applying for vacant positions.
5. If the successful candidate is a current Department employee, contact the HRO to review the personnel record and complete **Form No. 250-015-20, Employment History Verification**
6. If applicable, obtain proof of MQs (i.e. a copy of a high school or accredited college transcript).

(B) Relatives Report

The successful candidate must complete a **Form No. 250-011-01, Report of Relatives Working for the Department of Transportation**.

Relatives are prohibited from working in the same organizational unit, unless an exception is approved by the appropriate Assistant Secretary, District Secretary, or Executive Director. Contact the HRO for assistance with approvals.

2.4 SELECT APPLICANT

Using the **Form No. 250-005-35, Appointment Package Checklist**, assemble the appropriate documentation, and forward to HRO for processing.

2.5 HRO ACTIVITIES

Upon receipt of the complete appointment package, the HRO will perform the following verifications:

(A) Selective Service

If the successful candidate is a male born on or after October 1, 1962, the HRO will verify proof of Selective Service registration or exemption from registration. (<http://www.sss.gov>)

(B) Background Information

If the position description indicates a background check is required for the position, the HRO will complete and provide authorization to the hiring manager to continue the selection process.

(C) Driving Records

If the position description contains a drivers' license requirement, the HRO will conduct a check of the candidate's driving record.

(D) Drug Testing

A candidate under consideration for appointment to a position requiring a Commercial Driver's License must successfully complete the Department's drug testing requirements pursuant to federal and state law. The HRO will coordinate the drug testing process for the candidate.

2.6 CONTACT CANDIDATE

Upon receiving approval of the appointment package from the HRO, the hiring manager shall:

- (A) Contact the candidate by telephone to extend an initial offer. For candidates required to undergo drug testing, an offer of employment must be made contingent upon the successful completion of the required testing.
- (B) Using the approved template received from the HRO, send the candidate the official appointment offer in writing.
- (C) Obtain written acceptance of the official appointment offer from the candidate.
- (D) Provide a courtesy notification to any interviewed internal candidates that another candidate was selected.

2.7 FINALIZE DOCUMENTATION

- (A) Maintain the following selection documentation for a period of four (4) years:
 - Copy of the People First Job Requisition (if position was advertised) and any other recruitment efforts
 - List of Candidates
 - Copy of the current **Form No. 250-020-10, Position Description Form**,
 - Copies of all selection techniques (interview questions, interview notes, work samples, etc.)
 - Documentation of screening criteria and process
 - Names and titles of all persons administering the selection process or participating in the selection decision
 - Any other information related to the preceding paragraphs that affects the selection decision
 - VPEA documentation (if applicable)

3. TRAINING

Prior to participating in any employee selection activities, hiring managers must review this procedure, review the Department's Individuals with Disabilities Affirmative Action Plan, and complete the following training:

- Americans with Disabilities Act (ADA) CBT
- Planning and Conducting the Oral Interview CBT

Interview participants must also complete the above training before participating in a selection technique involving an oral interview.

4. FORMS

The following forms are available in the Department's Forms Library:

No. 250-005-35	Appointment Package Checklist
No. 250-005-36	Veterans Preference-Eligible Applicants Hiring Manager Justification and Human Resources Office Review
No. 250-011-01	Report of Relatives Working for the Department of Transportation
No. 250-015-10	Job Accommodation Description
No. 250-015-20	Employment History Verification
No. 250-015-26	GAP(s) In Employment History
No. 250-040-02	Request for Pay Action (RPA)
No. 250-020-10	Position Description (DOT)