

**PERSONNEL POLICIES AND PROCEDURES
OREGON MILITARY DEPARTMENT
AGP Policy 99.300.08**

Subject: Hiring and Selection Process

Applicability: Open Competitive Applicants, Oregon Military Department and other State Agencies' Employees, except where collective bargaining agreement language conflicts (Excludes Temporaries).

Effective Date: 1 May 2013

- I. **PURPOSE:** To provide OMD staff (program managers, hiring supervisors, and staff) with guidelines regarding the hiring process which follows the recruitment for vacant positions.
- II. **GENERAL POLICY:** The policy of the Oregon Military Department is to base hiring and promotion decisions on the applicant's relative knowledge and skills without regard to the individual's race, color, religion, sex, marital status, national origin, political affiliation, age, disability, or other non-job related factors.
- III. **DEFINITIONS:**
 - A. **Appointing Authority:** Agency Head or designees (Deputy Director of State Affairs, Director of State Personnel, and Director Financial Administration).
 - B. **Condition of Employment:** A special qualification stated at the time of hire that a person must possess or achieve to remain in a position.
 - C. **Interview Panel Chair:** The supervisor or a qualified designee who is responsible for leading the interview panel.
 - D. **Member of an Individual's Family:** Means the wife, husband, son, daughter, mother, father, brother, brother-in-law, sister, sister-in-law, son-in-law, daughter-in-law, mother-in-law, father-in-law, aunt, uncle, niece, nephew, stepparent or stepchild of the individual.
 - E. **Open Competitive Applicant:** Person seeking employment with the State who meets the qualifications of the position and passes the appropriate entrance test(s), if applicable.
 - F. **Program Manager:** The person authorized to expend funds for program(s).
 - G. **Subject Matter Experts:** Individuals who exhibit the highest level of expertise in a specialized job or skill within a particular area or topic.
 - H. **Supervisor:** One who supervises; an administrative officer in charge of a business, government, school unit, or operation.

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IV. STANDARDS:

A. In accordance with ORS 659A.309(2)(c) which allows State agencies to disseminate policies prohibiting the hiring of family members, other hiring supervisors shall not be allowed to hire a member of that individual's family that would place the supervisor in a position of authority over a member of his/her family unless the following criteria is met:

1. The family member must be separated by two supervisors from the family member and;
2. An Appointing Authority in the agency above the family member's supervisor must take full responsibility for the family member's supervisor's actions.

No employment action will be approved or signed by the family member's supervisor in relation to the family member. Only the Appointing Authority above the family member's supervisor can approve or sign any action taken in the context of employment related to the family member.

The Appointing Authority above the family member's supervisor shall sign a written agreement holding them accountable for the actions of the family member's supervisor and for the family member.

B. Supervisors are expected to demonstrate knowledge and ability by using sound management principles that promote equal employment practices. The chair of an interview panel will have attended training dealing with legal hiring practices, Equal Employment Opportunity, and AGP policies regarding acceptable interviewing practices, if available.

C. The hiring supervisor initiates the recruitment process. Refer to AGP Policy 99.300.06, Recruitment Process.

D. The interview preparation process consists of the following:

1. Supervisors shall develop job-related interview questions and rating criteria to use for conducting interviews in coordination with AGP.
2. The Interview scoring criteria shall have numerical ratings for the "Acceptable" answers and will be well-defined, clearly worded, as well as job-related.
3. The hiring supervisor determines the lowest score through which the applicants will be interviewed. All individuals having the same score or higher shall be interviewed.
4. The hiring supervisor's unit contacts and schedules interviews. Scheduling will be done via email utilizing the email addresses provided by the applicant on the application. Applicants will be given at a minimum, five calendar days to respond prior to the scheduled interview date. When there is no reply to a message, documentation must be provided to AGP showing that a 'good faith effort' has been made by the hiring supervisor to contact the applicant.

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5. The hiring supervisor will inform applicants of pre-employment processes and conditions of employment, i.e., physical ability test, criminal background checks, drug screening, and psychological evaluation.
- E. The Interview Panel Chair shall be responsible for reviewing the following with panel members:
1. Interview questions, the relationship to the scoring and the applicability to each question (i.e. what is the minimum acceptable answer and what score should the answer generate).
 2. Assigning questions to be asked by panel members.
 3. Maintaining time schedules for interviews.
 4. Introducing applicants to the panel members.
- F. The interview process will include the following provisions:
1. The hiring supervisor shall select a diverse interview panel. The panel will have no less than two members who have a reasonable familiarity with the type of work being performed. Subject Matter Experts or customers may serve on the panel.
 2. Interview panel members shall remain unchanged throughout the interview process for a particular position vacancy. If this is not possible, contact AGP.
 3. Only job-related questions may be asked during the interview. Follow up questions may be appropriate in order to clarify an interviewee's answer.
 4. At the time of interview, each applicant signs a Criminal Background Check Release (Attachment 1) and Reference Release Form (Attachment 2) as well as any other forms that apply to the interviewing process (i.e. physical ability testing, etc.).
- G. Supervisors who are recommending hiring applicants understand that reference checks are essential in the hiring process as a means for obtaining information related to an applicant's ability to perform the duties of the position in which they are being considered. Attachment 3 (Reference Check Questions) was developed to assist in execution of checking references. Reference checks can be used to validate an applicant's work experience outlined in their application, the overall quality of the applicant's work including their level of dependability, reliability, and ability to work with others.

The hiring supervisor shall develop a recommendation for hire for submission to AGP along with the following:

1. All interviewing score sheets and notes about applicants, signed and dated by the interview panel member.
2. All Criminal Background Check Release (Attachment 1) and Reference Release Forms (Attachment 2) signed by the applicants as well as any other forms that applied to the interviewing process (i.e. physical ability testing, etc.).
3. Reference Check Question forms used to validate information about the applicant.

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4. Any other information obtained by the applicant from the interviews.

After submission of required materials to AGP, the hiring supervisor will get approval from AGP prior to extending a conditional job offer.

AGP will perform LEADS background checks after receiving notification from the hiring supervisor that a conditional job offer has been extended to the chosen candidate and the candidate has accepted the offer.

If the background check is favorable, the hiring supervisor will continue the hiring process.

V. **RESPONSIBILITIES:**

A. **The Adjutant General:** Has overall responsibility for ensuring the Department is in compliance with this policy.

B. **State Personnel Director:**

1. Manages the implementation of this policy and is the delegated Appointing Authority.
2. Initiates and monitors supervisor's agreement regarding employment of family members.

C. **Hiring Supervisor:**

1. Selects panel members, preferably those who have had training on employment laws and interviewing techniques.
2. Develops interview questions and scoring criteria in coordination with AGP.
3. Conducts interview processes in accordance with this policy.
4. Completes and reviews reference checks to validate applicant's employment history and documents applicant's dependability, reliability, and suitability for the job.
5. Forwards to AGP all interview documentation, release forms, and reference checks attached to a signed letter of recommendation to hire the successful candidate.
6. Obtains authorization from AGP to hire prior to making official job offer.

D. **AGP Staff:**

1. Collaborates with supervisors in developing interview questions and criteria for scoring.
2. Upon request, may serve as a proctor for interviews.
3. Reviews all documentation to ensure the interview process was conducted in accordance with this policy.
4. When applicable, assists supervisors with scheduling pre-employment testing of applicants, i.e. psychological, drugs, and/or criminal background checks. Processes hiring notification and generates updated information to the applicant via email in the NEOGOV system.

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5. Fully documents recruitment process and properly maintains recruitment documents.

VI. POLICY CLARIFICATION: In the event a supervisor does not comply with this policy, the State Personnel Director may recommend to the Deputy Director of State Affairs or The Adjutant General to revoke the privilege to conduct interviews.

Handwritten signature of Raymond F. Rees in cursive script.

RAYMOND F. REES
Major General
The Adjutant General