

SPOTLIGHT ON SUCCESS

The Georgia Department of Labor (GDOL) was identified as a model agency in the Recruitment and Selection Module in the FY 2015 HR Audit. Model performance is reflected by a score of 90% or higher, showing compliance with laws and policies and exhibiting best practices in that module. GDOL is one of 24 State entities that participated in the FY 2015 audit.

Leading the HR team to this achievement is HR Director Bo McDaniel, a GDOL employee for almost 10 years. His previous diversified experience with large private employers, the Federal government, and HR consulting, have all played a part in bringing to fruition the successful Recruitment and Selection program at GDOL. McDaniel oversees full-cycle recruiting and onboarding of agency-wide staffing. Actions include, but are not limited to, establishing job requirements, analyzing personnel actions, conforming to Federal, State, local laws, and GDOL policies, and facilitating sound selection choices.

GDOL is a State agency with more than 1400 employees. A primary element of its mission is to assist customers in attaining their work goals through employment, training, and support services, including benefits during unemployment. GDOL also assists public and private employers in meeting their workforce needs through providing recruitment and selection services, workforce information, and technical support. But what does the agency itself do when it needs to recruit and select its own employees to fulfill the agency's mission? GDOL relies on dedicated HR team members, in collaboration with hiring managers and supervisors, to ensure compliance with HR laws, and have the vision of how to make an in-house partnership successful.

McDaniel goes on to explain the GDOL linchpins in their recruitment and selection steps to success. To begin the process, HR collaborates with the hiring manager to verify 1) there is sufficient budget to support filling a position and 2) it is the correct job needed in the agency. All job postings must pass through HR staff that ensures all postings are aligned with proper classification and compensation. Although offices are across the State in more than 48 locations, the hiring managers and unit supervisors must be business partners with HR to meet staffing requirements. HR reviews the job announcement and preferred qualifications to confirm they are applicable and relate to essential job functions. At all times, GDOL staff keeps Equal Employment Opportunity (EEO) in mind to ensure compliance with laws on discrimination. If the hiring manager uses testing, a minimum scoring threshold must be established before the tests are administered. Tests and interview questions are reviewed for applicability and validity to the position, ensuring no disparate impact. Veterans' preference in hiring is also considered. GDOL even has selected jobs statewide that are specifically held for veterans only. The HR analyst reviews every step, up to when the hiring manager selects the final candidate.

Once a selection is made, the hiring manager conducts a work history reference check on the final candidate. Sometimes references are checked on the next highest scoring applicant as a back-up or to have a ready candidate in case of a similar opening in the near future. The hiring manager then sends all documents which went into the selection, such as interview notes, tests, and reference checks, to HR along with a written justification as to why this person is the best candidate for the position. HR reviews all final paperwork and determines if the selectee meets the qualifications to be employed. McDaniel says GDOL takes the staffing decisions very seriously, and the approval process goes up the chain of command to the highest level of senior management for final approval. Central HR does a pre-employment criminal background check on all selectees. Only HR sees the report and evaluates for concerns on a case by case basis if the selectee's history might have an effect on the position. Credit checks are not done on a selectee unless it would be essential to the position. If and when an employee is to be issued a P-Card, a credit check would be completed at that time. On the first day of employment, the new hire completes all paperwork during the on-boarding process. I-9 forms are critical to comply with Federal law, so GDOL begins immediately to obtain all necessary documentation. McDaniel explains that all new hire forms and instructions are maintained on the agency intranet for easy download access for hiring managers at locations across the state.

The methodical and sequential process GDOL HR uses in its selection process has been in place for many years. But to further assess its selection procedures, McDaniel personally conducts PeopleSoft TeamWorks queries for adverse impact on every personnel action. He sums up the secret to having a successful recruitment and selection program as having a partnership between the hiring manager and HR to collaborate on the process. He recommends having an HR staff member assigned to a specific hiring manager in order to build a relationship and maintain continuity and then have this joint venture engaged regularly. "This is something I have used throughout my career. Become a team. That is number one."