

Chapter 3: Recruitment & Selection

Administrative/HR Manual for Virginia Local Departments of Social Services (LDSS)

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RECRUITMENT & SELECTION

POLICY STATEMENT

The Virginia State Board of Social Services establishes guidelines for fair and transparent recruitment and selection practices for the Local Departments of Social Services (LDSS) that promote the cultivation of an exceptional, diverse, and well-qualified workforce. The Board promotes equal employment opportunity and follows all applicable federal, state, and local nondiscrimination laws¹. Recruitment, selection, and advancement of employees shall be based on their relative ability, knowledge, and skills, including open consideration of qualified applicants for original appointment assuring fair treatment of applicants and employees in all aspects of personnel administration and with proper regard to their privacy and constitutional rights as citizens².

Additional Information:

Both **Chapter 1** and **Chapter 7** of the [LDSS Administrative/HR Manual](#) contain additional information regarding these requirements.

SCOPE

This policy applies to all current employees, contract employees, interns, volunteers and all applicants for employment, internship, or volunteer work of Non-Deviating (ND) LDSS or Partially Deviating (PD) LDSS.

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¹ [§ 22VAC40-675-180](#)

² [§ 22VAC40-675-130](#)

SECTION I: PREPARING FOR & INITIATING A RECRUITMENT

WHEN TO RECRUIT

The process for recruitment and selection detailed in this chapter illustrates the steps taken to fill a position. There may be a need to recruit when a vacancy occurs or will occur because of an employee separation, transfer, demotion, or promotion; or there is a need to establish a new position. The vacancy or new position is required because there is a need to fill a full-time or part-time position; there is a temporary need for help; there is a seasonal need for help; there is an emergency need for help; or the agency wishes to hire an intern or bring on a volunteer.

Contact the [VDSS Local HR Support Team](#) for information on how to expedite the recruitment process.

CREATING OR UPDATING A JOB DESCRIPTION

IMPORTANCE OF EFFECTIVE JOB DESCRIPTIONS

Constructing a clear job description is critical in the preparation process. The job description is part of the [LDSS Employee Performance Plan & Evaluation \(EPPE\) form](#) and is regularly used in the performance management cycle to help employees understand their duties and responsibilities. It is also a helpful tool for hiring managers to create an accurate job posting that stands out to potential applicants and allows them to match their knowledge, skills, and abilities to the job requirements.

CREATING AN EFFECTIVE JOB DESCRIPTION

Position Analysis

Gather information about the exact duties and responsibilities performed by employees in each position (e.g., survey employees in existing positions, observe the completion of job tasks, etc.).

Establish or Update the Core or Essential Responsibilities

Once relevant position information is gathered, the essential responsibilities must be defined. Consider the following:

1. Are the tasks truly necessary or a requirement to perform the job?
2. How much time is spent performing each task or how frequently they are performed?



Helpful Hints: Resources

[O*NET Online](#), sponsored by the U.S. Department of Labor, and the [Occupational Outlook Handbook](#), maintained by the U.S. Bureau of Labor Statistics, are free online databases containing occupational information. These databases allow users to easily search for a wide variety of criteria (job families, skill types, knowledge, work activities, etc.) that may be helpful in the analysis process!

3. What are the consequences for the agency if the task is not performed?
4. Are the tasks able to be completed in another way or reassigned to another employee?

[Appendix 3.1](#) contains an example of a job posting to assist with establishing core responsibilities. Determine which knowledge, skills, and abilities (KSAs) are required and which are preferred to perform the essential responsibilities of the position.

LDSSs should refer to **Chapter 2** of the [LDSS Administrative/HR Manual](#) regarding Occupational Titles. The Occupational Title Description includes a general description of work, general work tasks/duties, and the necessary knowledge/skills/abilities (KSAs), education/training, or other job requirements. The Occupational Title Description serves as a basis for classifying jobs at the local agency level.

1. Required KSAs are the minimum qualifications that a candidate *must possess* to complete the essential responsibilities of the position.
2. Preferred KSAs are additional qualifications beyond the minimum requirements that would be beneficial, but not required.

Required/Preferred Education, Certifications, or Licenses

Education, certifications, or licenses are listed as a part of the minimum qualifications if they are required to complete the essential responsibilities of a position. They are listed as a part of the preferred qualifications if they are not required but would be viewed as beneficial for the applicant to possess and would lead to the applicant having a higher level of success if they are chosen for the position.

Bona Fide Occupational Qualifications (BFOQ)

A BFOQ is an exception to Title VII of the Civil Rights Act of 1964. This exception recognizes that in some *extremely rare* instances a person's sex, religion, or national origin may be reasonably necessary to carrying out a particular job function in the normal operation of an employer's business or enterprise (e.g., An airline imposing an age restriction on pilots, a foreign embassy requiring employees to be citizens of the represented country, etc.). The protected class of race is **never** included as an exception and clearly cannot, under any circumstances, be considered a BFOQ for any job.



Helpful Hints:

KSAs

- ◆ Determine KSAs carefully. Too few can make it difficult to differentiate between applicants, while too many can make finding a qualified applicant challenging.
- ◆ Ensure they are measurable, realistic, and clearly stated. For instance, instead of stating *"Ability to communicate well,"* specify *"Ability to communicate effectively with diverse populations in both oral and written form,"* or *"Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar."*
- ◆ A preferred KSA is not a requirement but a desirable attribute. Examples could include holding a higher degree level than required, possessing a relevant license or certification, or having direct experience in agency work.

BFOQs are narrowly interpreted and must relate to the essence or central mission of the job without being based on stereotypes or generalizations. It is strongly suggested that LDSSs contact the locality HR representative or attorney or the [VDSS Local HR Support Team](#) prior to the use of a BFOQ exception for any recruitment.

Determining Qualifications & Proficiency Levels

When outlining qualifications, proficiency levels, and certifications (such as education, licenses), avoid using overly restrictive language unless there are specific exceptions. Absolute language in job postings can deter qualified applicants or automatically disqualify them from consideration. Exceptions to this include state code or State Board requirements (e.g., bachelor's degree in certain fields) and when a thorough job analysis supports a specific qualification. Contact the LDSS consultant with the VDSS Local HR Support Team if there are questions regarding the determination of qualifications and proficiency levels.

DETERMINING THE TYPE OF RECRUITMENT

There are seven (7) recruiting options available to LDSSs:

1. Open
2. Intra-Agency
3. Inter-Agency
4. Intra-Jurisdictional
5. Limited
6. Continuous Recruitment
7. Open-Until-Fill Recruitment

LDSSs should select the recruitment option that best fits the need and consider the information in the updated [EPPE](#) as well as the availability of qualified applicants. Recruitments that do not result in an adequate applicant pool may be re-opened as necessary. Contact to the [VDSS Local HR Support Team](#) if there are questions related to what type of recruitment to use.

DETERMINING A HIRING RANGE FOR A JOB POSTING

The pay range in a job posting differs from the minimum and maximum salary range in the Annual Compensation Plan. The hiring range in the job posting should only reflect the actual pay range the agency is offering for the position, providing potential applicants with a realistic idea of compensation. Refer to the local compensation plan, and consider Information gathered during the analysis of the position and the salary alignment of the same and similar positions in the agency. Contact the [VDSS Classification & Compensation Team](#) (hr.class-comp@dss.virginia.gov) for assistance gathering market salary data for comparison, and with any questions regarding determination of the hiring range.

DUAL INCUMBENCY

Dual incumbency permits two (2) individuals to temporarily share the responsibilities and duties of a single position within an organization prior to the departing employee's separations or during his/her leave (with or without pay) with an established separation date. Dual incumbency period is permitted for thirty (30) days or less. The agency should decide on the necessity of dual incumbency before posting the position.

PREPARING THE JOB POSTING

At a minimum, the job posting includes:

1. Position Title.
2. Job Open/Close Date
3. Job Type (FT, PT, Intern, Temporary, Seasonal, etc.)
4. Hiring Range
5. Agency/Location
6. Job description narrative outlining the essential responsibilities of the position
7. Any BFOQs³
8. All minimum qualifications for the position, including all required KSAs and any educational qualifications and/or occupational certification or licensing required by Code.

The posting may also include:

1. Recruitment Type (General Public, Agency Employee Only)
2. Job Type (FT, PT, Temporary, Hourly/Wage, etc.)
3. Pay Band
4. Agency Website
5. Expanded Job Description Narrative – Aside from the essential functions, the narrative can also include a marketing paragraph introducing the agency and geographical area.
6. Preferred Qualifications – Including any preferred KSAs, or preferred education, occupational certifications, or licenses.
7. Telework Options
8. Travel Requirements – The percentage of travel time expected and locations (e.g., Western Region of VA, within 50-mile radius of the primary office location, etc.).

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³ Consultation with the [VDSS Local HR Support Team](#) is recommended prior to including a BFOQ as a qualification requirement.

PRESCREENING QUESTIONS

LDSSs may include prescreening questions in the posting to obtain additional information about an applicant's qualifications. See [Section II, "Applicant Screening,"](#) for more information on preparing prescreening questions.

POSTING PERIODS

All recruitment types must be posted for a minimum of five (5) business days.

CLOSING DATE & TIME

Recruitments undertaken by an LDSS may close on a date and time selected by the LDSS. Recruitments undertaken on behalf of an LDSS by the [VDSS Local HR Support Team](#) generally close on a Friday, at 11:59 p.m.

EXTENSIONS

An announcement posting period may be extended a minimum of five (5) additional business days at the discretion of an LDSS. If the recruitment is undertaken on behalf of an LDSS by the VDSS Local HR Support Team, contact the assigned team consultant for the notification deadline.

ADDING POSITIONS TO EXISTING POSTINGS

Vacancies with similar duties, work titles, organizational units, and geographic areas that become available within ninety (90) calendar days after the closing date of the original posting may be included in the existing posting upon request by the hiring authority. However, LDSSs may only consider applications in the applicant pool for the previously recruited position. Requests to add position(s) to an existing posting should be submitted in writing to the VDSS Local HR Support Team.

ADVERTISING WITH OTHER SOURCING OPTIONS

Aside from Local HR Connect, an LDSS may choose to advertise with other sourcing options like Indeed.com, LinkedIn, Monster.com, radio ads, the local newspaper, etc. LDSSs are responsible for establishing relationships with and procuring any services from these sourcing options.

A newspaper advertisement should only announce the position and direct interested applicants to the location where they can find the full job announcement and apply to the position. [Appendix 3.1](#) contains an example of a newspaper advertisement for reference.



Helpful Hints: Application Attachments

- ◆ Determine what additional documentation you'd like to require from applicants. Common additions are a resume and a cover letter.
- ◆ Applicants work hard to prepare this information, and any documentation they attach should be considered during the screening process.

APPLICATION FOR EMPLOYMENT

LDSSs may require that a completed Application for Employment be submitted electronically, via Local HR Connect or by their own locality website. LDSSs must not consider applications received after the closing date.

UPDATING THE WORKFLOW IN LOCAL HR CONNECT

LDSSs are responsible for completing updates to the recruiting workflow in Local HR Connect for every phase of the recruitment and selection process. [Training & Resources](#) are available for managing applicant status in this system. Contact the [VDSS Local HR Support Team](#) for additional support.

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SECTION II: APPLICANT SCREENING

GENERAL INFORMATION

Screening assesses applicant qualifications against established position criteria to identify those who meet minimum or preferred qualifications and qualify for an interview based on agency selection criteria. It streamlines recruitment by narrowing the pool to candidates meeting minimum job requirements. Applicant screening and candidate evaluation are distinct recruitment steps; evaluation is covered in [Section III](#).

The minimum requirements of the job, as defined in [Section I](#), should be used to screen all the applicants to a particular posting. LDSS' may use additional screening measures to assist with postings that have a large applicant pool, or to assist with postings for positions that are highly specialized.

ADDITIONAL SCREENING MEASURES

Additional screening measures can be used to make the screening of applications faster and more efficient in certain situations. The two additional measures that will be discussed in these sections are **prescreening questions** and **phone screens**. The [VDSS Local HR Support Team](#) can assist with determining if either of these additional measures would be helpful for a particular posting.

PRESCREENING QUESTIONS

LDSSs may place screening questions in the job posting. These questions can aid the screener in the process of filtering qualified applicants from those applicants who are not qualified for the position.

Eligibility Screening Questions

Eligibility screening questions measure if an applicant is eligible for consideration of employment in a position. These questions are non-negotiable requirements that must be met before any further skill or performance evaluation should take place. Typical topics include compensation, start date, employment status, location, willingness to complete the process, level of telework, etc.

Job Performance Screening Questions

Job performance screening questions are related to the applicant's ability to perform the required tasks of the job. Typical topics include education, certifications, experience, and other skills that are required for the position (e.g., ability to lift a certain amount of weight, ability to wear a respirator, etc.).

Question Format

Questions should be formatted to allow quick responses from the applicant. Yes/no, multiple-choice, and free-form questions are commonly used formats. To avoid burdening both the applicant and the screener, the total number of screening questions should not exceed ten (10), with free-form questions limited to two (2).

PHONE SCREENS

Phone screens are used for higher-level or specialized positions to verify that applicants meet minimum qualifications (employment record, qualifications, etc.) and to screen for soft skills (professional communication, listening skills, attention to detail, timeliness, etc.). LDSSs can use the information gathered in a phone screen to decide which applicants from the applicant pool should be offered a face-to-face interview.

Phone screens should last no longer than 15-20 minutes to ask clarifying questions and verify application/resume information. LDSSs are encouraged to create a phone screen form containing a standardized set of screening questions to document applicants' responses effectively (Example phone screen questions: Why are you seeking a new position? Is the salary range acceptable to you?)

SCREENING OPTIONS FOR LOCAL AGENCIES

Two (2) primary options are available:

1. LDSSs can either move **all** applicants directly to the Candidate Evaluation Phase *without* screening; or
2. LDSSs can conduct applicant screening using the job description narrative, minimum criteria of the position, and any applicable additional screening measures.
 - a. The screening criteria should be used to generate a referral list of all applicants who meet or exceed the minimum required qualifications for the position.
 - b. After compiling this list, LDSSs should prioritize inviting the most qualified candidates for an interview. While having a minimum of five (5) candidates is ideal in a competitive process, it is acknowledged that this may not always be achievable.

Agencies may begin screening applicants before the position closes to reduce the time between the Applicant Screening and Candidate Evaluation & Selection Phases, but the Candidate Evaluation & Selection Phase should not begin until the position is closed, and all applicant screening is complete.

[Section III](#) covers candidate evaluation and selection in detail. This policy does not apply to open-until-filled or continuous recruitment types. For assistance with these recruitment types, please refer to [Section VI](#) or contact the Support Team. Contact the [VDSS Local HR Support Team](#) for screening guidance.



Helpful Hints: Successful Screening

- ◆ Clear and concise minimum criteria are essential for a successful screening process and allow for consistency. A consistent process allows for better decision making and prevents discrimination and bias.
- ◆ Applicants who do not meet the minimum criteria should not be screened in to remain in the applicant pool.
- ◆ An applicant who states they will not accept the conditions of employment or eligibility requirements associated with the position should not move forward to the evaluation phase.
- ◆ Just the facts!! Remember that personal opinions should not be included when completing any documentation related to a phone screen. It's best to record direct quotes from the applicant.

In exigent circumstances (e.g., severe staffing shortages), LDSSs may request that the VDSS Local HR Support Team facilitate the screening phase. If so:

1. A VDSS Local HR Support Team Generalist will screen all applications received, using the job description narrative and the minimum requirements of the position.
2. A referral list of the names of all applicants who meet or exceed the minimum required qualifications for the position and their applications is sent to the LDSS for further evaluation.
3. Using the same criteria that the VDSS Local HR Support Team Generalist used, LDSSs should prioritize inviting the most qualified candidates for an interview.

APPLICANT NON-SELECTION NOTIFICATION

Applicants who were not selected to proceed to the Candidate Evaluation & Selection Phase should be notified in a timely manner via email. LDSSs are encouraged to utilize a standardized email template for notifying applicants of non-selection. See [Appendix 3.2](#) for an example.

The local HRMS should be updated with the appropriate workflow status for the applicant. [Training & Resources](#) are available for managing applicant status in this system.

SCREENING OF APPLICANTS FOR THE POSITION OF LOCAL DIRECTOR

Per Code of Virginia [§ 63.2-325](#), "... the local director (of the LDSS) shall be appointed by the local board, or, where the city charter or statutes relating to special forms of city or county government designate some other appointing authority, then by such other appointing authority, from a list of eligible (candidates) furnished by the Commissioner" of VDSS.

All LDSSs, **regardless of deviation status**, must adhere to this statute concerning the *initial applicant screening* for local director positions, failure to do so constitutes a violation of the above-referenced statute. The VDSS Local HR Support Team will post the job opening and to conduct the initial applicant screening. After screening is complete, LDSSs will be provided with the list of eligible candidates who will move forward in the recruitment process.

Non-deviating and partially deviating agencies must follow the complete recruitment and selection process outlined in this chapter. For jurisdiction-wide (JW) deviating agencies, only the initial applicant screening phase of this process is applicable, and solely for the position of local director. JW agencies are required to comply with their locality's recruitment and selection policy for all other positions.

EQUAL EMPLOYMENT OPPORTUNITY

Recruitment, selection, and advancement of employees shall be based on their relative ability, knowledge, and skills, including open consideration of qualified applicants for original appointment assuring fair treatment of applicants and employees in all aspects of personnel administration and with proper regard

to their privacy and constitutional rights as citizens. This fair treatment principle includes compliance with federal equal employment opportunity and nondiscrimination laws¹. Contact the [VDSS HR Employee Relations Team](#) (hr.employeerelations@dss.virginia.gov) for additional guidance.

REASONABLE ACCOMMODATION

The Americans with Disabilities Act (ADA) as amended does not require applicants to disclose a disability to potential employers. However, a job applicant may choose to disclose. When requested, agencies must provide reasonable accommodation throughout the hiring process to applicants with disabilities considered for employment. The [Job Accommodation Network \(JAN\)](#) a wide variety of disability-related resources to support employers, such as understanding the core concepts of the ADA, and guidance on reasonable accommodation. Contact the VDSS HR Employee Relations Team for additional guidance.

VETERANS' PREFERENCE

The requirements of the Code of Virginia [§§ 2.2-2903](#) and [15.2-1509](#) state that a veteran's military service shall be taken into consideration by the Commonwealth during the selection process, provided that such veteran meets all the knowledge, skill, and ability requirements for the available position. Additional consideration shall also be given to veterans who have a service-connected disability rating assigned by the United States Veterans Administration. Contact the [VDSS Local HR Support Team](#) with questions related to the implementation of Veterans' Preference in the recruitment and selection process.

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¹ [§ 22VAC40-675-130](#)

SECTION III: CANDIDATE EVALUATION & SELECTION

GENERAL INFORMATION

Once the Applicant Screening Phase concludes, applicants who meet the position's minimum requirements proceed to the Candidate Evaluation & Selection Phase. This phase involves a more comprehensive evaluation, focusing on assessing the candidate's knowledge, skills, and abilities, often through panel-style in-person interviews. Multiple in-person interviews may be required, depending on the position's pay grade and the number of candidates selected from the screening phase.

PREPARATION FOR INTERVIEWS

LDSSs are responsible for ensuring a fair and consistent interview process and should contact the [VDSS Local HR Support Team](#) if there are any questions related to fairness and consistency in interviewing.

PANELIST SELECTION & PREPARATION

Panel members should possess expertise and experience relevant to the position to ensure a fair evaluation process (i.e., the same pay band or higher). The panel size is recommended to be between two (2) to five (5) members. If more than five (5) panelists are necessary to evaluate a candidate, the agency should consider organizing two (2) separate panel interviews on the same day.

SCHEDULING INTERVIEWS

LDSSs should attempt to provide all candidates an appropriate amount of notice (at least one (1) week) of the scheduled date of the panel interview and contact by telephone or in writing all candidates who have been determined eligible for an interview. LDSSs are not required to reschedule interviews with candidates unable to make the scheduled interview.

PREPARING INTERVIEW QUESTIONS

A uniform set of interview questions should be developed in advance to ensure consistency and fairness in evaluating all candidates. These questions should enable panel members to gather information directly related to the knowledge, skills, and abilities necessary for the job. For assistance with developing interview questions, contact the VDSS Local HR Support Team.

CONDUCTING INTERVIEWS

Panelists should receive training to ensure that they are familiar with and adhere to guidelines for appropriate interview questions, avoiding the improvisation of questions that could be considered inappropriate. They may respond to candidates' statements or questions and clarify information provided in the candidate's application. Panelists must document candidates' responses to assist in evaluating each candidate's qualifications. This documentation should be retained along with other records of the selection process.

ADDITIONAL INTERVIEWS

LDSSs have the discretion to employ more than one in-person interview. Additional interviews should be considered for management or senior leadership positions, roles with highly specialized duties (e.g., software engineer, attorney, executive, HR manager, etc.), or when there is a large pool of qualified candidates (15-20). In such cases, the agency would prepare for and schedule these additional interviews in the same manner as the initial in-person interview.

EVALUATION OF INTERVIEW PERFORMANCE

After each round of interviews, it is the responsibility of all panelists or the hiring manager to thoughtfully consider the performance of each candidate interviewed. It is important to equally consider both **candidate eligibility** and **candidate suitability** during evaluation.

CANDIDATE ELIGIBILITY

Evaluating a candidate's eligibility involves determining whether the candidate meets the requirements of the position and has the necessary qualifications and technical ability to perform the core responsibilities associated with the position.

Consider the following:

INTERVIEW QUESTION RESPONSES

1. Did the candidate provide a response for all interview questions?



Helpful Hints: Additional Interviews

- ◆ Candidate evaluation using in-person interviews can typically be accomplished in **two (2) interviews**. The LDSS should contact the [VDSS Local HR Support Team](#) if it is necessary to have more than two (2).
- ◆ If possible, the use of additional interviews should be decided on during the preparation phase for the entire interview process. This allows for timely requests for assistance from the hiring authority or panelists who will be required later in the interview process, especially if the interview needs to be conducted by a hiring authority or panelists who are highly specialized or often have full daily schedules.
- ◆ Candidates in earlier stages of the process should be made aware that there are additional interviews to manage candidate expectations.
- ◆ For highly specialized roles, it may be necessary to invite expert panelists to act as technical evaluators.

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2. Did the candidate's answer contain examples that illustrated a high level of skill, problem-solving, etc., or did the answer contain examples where the candidate met expectations in relation to the assigned task?

KNOWLEDGE, SKILLS, AND ABILITIES (KSAs)

1. Did the candidate's responses reflect the KSAs required for the position?
2. Did the candidate possess the necessary technical skills (e.g., data analysis, budget preparation, eVA proficiency, etc.).

EXPERIENCE

1. Were the candidate's responses consistent with the information on the candidate's resume or application?
2. Does the candidate's responses and application information reflect experience in previous positions like the one for which he or she is applying? If so, how does the amount of experience they have and the responsibilities they performed align with the advertised position?
3. Did the candidate describe achievements in previous roles that relate directly to the advertised position?

EDUCATION & LICENSES/CERTIFICATIONS

1. Does the candidate possess more than the minimum requirements for education?
2. Has the candidate gone through any specialized training related to the position?
3. Does the candidate possess professional licenses or certification that are not minimally required?

CANDIDATE SUITABILITY

Evaluating a candidate's suitability involves assessing whether the candidate has the behavioral qualities that are needed and appropriate for the position.

Consider the following:

Interview Behavior

1. Was the candidate's behavior during the interview professional appropriate?
2. Was the candidate on time?
3. Was the candidate polite to all panelists and agency staff, including those the candidate may have met who were not directly involved in the interview?

Interview Question Responses

1. Did the candidate answer the question that was asked?

2. Was the response clear, concise, and complete?
3. Was the candidate prepared to discuss his or her performance history, or did the candidate struggle to provide responses?

Knowledge, Skills, and Abilities (KSAs)

1. Did the candidate's responses reflect the KSAs required for the position?
2. Did the candidate possess the necessary soft skills (e.g., effective communication, teamwork, customer service, critical thinking, motivation, etc.).

SELECTION CONSIDERATIONS

Once the evaluation is complete, a candidate or candidates should be selected to move forward in the process. LDSSs should consider the application, interview performance, and employment reference checks to determine an applicant's suitability. If a panel evaluates the interview candidates, all panelists should reach a consensus on the selected candidate. If consensus cannot be reached, the hiring manager or local director makes the final decision. If there is an interview beyond the panel interview, 2-3 candidates may be selected for a final interview. The same process will be used for final candidate selection.

The appointment of any candidate, except for emergency positions, will not be effective until both of the following conditions are met:

1. ***If an LDSS requested the VDSS Local HR Support Team to conduct the applicant screening process,*** the candidate must be referred by the [VDSS Local HR Support Team](#) on a referral, interview, supplemental interview, or addendum interview list.¹
2. All employment interviews have concluded.

EQUAL OPPORTUNITY EMPLOYMENT

Recruitment, selection, and advancement of employees shall be based on their relative ability, knowledge, and skills, including open consideration of qualified applicants for original appointment assuring fair treatment of applicants and employees in all aspects of personnel administration and with proper regard to their privacy and constitutional rights as citizens. This fair treatment principle includes compliance with federal equal employment opportunity and nondiscrimination laws². Contact the [VDSS HR Employee Relations Team](#) (hr.employeerelations@dss.virginia.gov) for additional guidance.

¹ Condition "a." does not apply if an LDSS chose to screen applicants themselves. An LDSS may only request the VDSS Local HR Support Team to conduct applicant screening in exigent situations. See ["Screening Options for Local Agencies"](#) for more information.

² [§ 22VAC40-675-130](#)

REASONABLE ACCOMMODATION

The Americans with Disabilities Act (ADA) as amended does not require applicants to disclose a disability to potential employers. However, a job applicant may choose to disclose. When requested, agencies must provide reasonable accommodation throughout the hiring process to applicants with disabilities considered for employment. The [Job Accommodation Network \(JAN\)](#) a wide variety of disability-related resources to support employers, such as understanding the core concepts of the ADA, and guidance on reasonable accommodation. Contact the [VDSS HR Employee Relations Team](#) for additional guidance.

VETERANS' PREFERENCE

The requirements of the Code of Virginia [§§ 2.2-2903](#) and [15.2-1509](#) state that a veteran's military service shall be taken into consideration by the Commonwealth during the selection process, provided that such veteran meets all the knowledge, skill, and ability requirements for the available position. Additional consideration shall also be given to veterans who have a service-connected disability rating assigned by the United States Veterans Administration. Contact the [VDSS Local HR Support Team](#) with questions related to the implementation of Veterans' Preference in the recruitment and selection process.

BACKGROUND RECORD CHECKS

Background checks are categorized in the following manner:

Non-Criminal Record Checks: This category encompasses reference checks, education, training, and license verification, child support history, and credit history. These checks are typically only run prior to employment or a change in position (promotion, transfer, etc.) and focus on aspects of a candidate's or employee's backgrounds that are not directly related to criminal history.

Criminal Record Checks: This category includes checks for criminal records, driving records (which may include driving-related criminal offenses), and Virginia Child Abuse and Neglect Central Registry checks. Under certain circumstances, contractors, contract employees, and subcontractors are required to undergo criminal records checks.

Timing of Background Checks

For candidates for employment and interns, background checks should be conducted only after all interview rounds are complete and a final candidate or finalists are selected and appointed to the position. For contractors and volunteers, background checks should be conducted before their start date.

SECTION IV: OFFER & ACCEPTANCE OF EMPLOYMENT

MAKING AN EMPLOYMENT OFFER

The hiring manager may call the finalist to extend the job offer, but it should be followed up in writing to avoid misunderstandings about the offer's terms and conditions. Ideally, the offer should be extended after the finalist completes the background check. If the offer is made before the background check is completed, it must be stated that the offer is conditional on successfully passing the background check. The offer will be rescinded if the finalist refuses to undergo the background check, fails any part of it, or provides false information.



Helpful Hints: Make an Offer!

Write the offer letter prior to contacting the finalist. It can serve as a handy script!

An Offer Letter Should:

- ◆ Confirm the start date, the position being offered, and the salary.
- ◆ Provide a list of materials or information needed on the first day, such as acceptable documents for the I-9 form or information required for other forms like birthdates and Social Security numbers of dependents for benefits.
- ◆ Inform the finalist where and to whom to report, and provide information related to parking and building access on the first day.
- ◆ State the probationary period and any required certification or training period.
- ◆ Describe any conditions of continued employment, such as a criminal records check, necessary medical examination, or regular/random drug testing, if applicable.

An Offer Letter Should NOT:

- ◆ Be a surprise. Be transparent about details throughout the process.
- ◆ Guarantee employment for a particular period or offer unintended rights to job security that may undermine "at-will" employment.

Questions? Contact the [VDSS Local HR Support Team](#).

OFFER ACCEPTANCE

Once the offer is accepted, the finalist becomes a new hire. A written offer is important documentation if the new hire wants to negotiate salary or benefits. The finalist's signature on the final offer confirms acceptance of the position and its terms. For information on employment terms and conditions for each employee category, refer to **Chapter 2** of the [LDSS Administrative/HR Manual](#).

NOTIFICATION TO CANDIDATES WHO WERE NOT SELECTED

Candidates who were not selected should be notified promptly. The local HRMS should be updated with the appropriate status for these candidates. [Training & Resources](#) are available for managing applicant status in this system. All candidates not selected should receive an email notification, and it is recommended to use the same email template for every candidate in this category. Please see [Appendix 3.2](#) for an example of this type of communication.

LDSS NOTIFICATION OF SELECTION TO VDSS LOCAL HR SUPPORT

To successfully close the position in local HRMS, LDSSs are required to complete all necessary selections in the workflow of the position. If no candidate selection is made, update the workflow in the local HRMS with the appropriate status. Once all workflow updates have been made, please contact [VDSS Local HR Support Team](#) to close the recruitment, or if no selection, to cancel the recruitment. [Training & Resources](#) are available for managing applicant status in this system.

EMPLOYEE ORIENTATION

Agencies are encouraged to provide an orientation program for all new and re-hired employees within a reasonable time of their employment dates. At a minimum, this orientation should include:

1. Information about the agency and its mission.
2. A complete explanation of employee benefits, including leave types, payroll options, and insurance choices.
3. Policies and requirements governing employee rights and behaviors.
4. Any other features of employment particular to the LDSS.

I-9 VERIFICATION OF EMPLOYEE IDENTIFICATION & ELIGIBILITY TO WORK

As required by the Immigration Reform and Control Act of 1986, agencies must verify the identification and employment eligibility status of all persons hired. Form I-9 must be completed for each newly hired employee, including agency transfers, within **three (3) days of hire**.

Completion of the form:

Chapter 3: Recruitment & Selection

1. New employees must be provided with a list of acceptable documents as indicated on Form I-9.
2. New employees must present original or certified copies of the documents to the employer for review.
3. There are numerous forms of work visas, and each has special limiting conditions. Therefore, two items must be checked: the type of work allowed and for whom and the visa expiration date.
4. If an applicant is not a citizen and is allowed to work on the visa, the employer should check to see if the work permission is limited to a particular employer or for a limited amount of time.
5. Copies of these documents and the Form I-9 should be retained in a separate confidential personnel file.
6. Forms can be located at the [United States Citizenship & Immigration Services \(USCIS\) website](#).
7. USCIS also provides a [Handbook for Employers](#) on Completion of Form I-9.

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SECTION V: RECRUITMENT & SELECTION

RECORD RETENTION

RETAINING RECRUITMENT & SELECTION RECORDS

A recruitment file must be created by the LDSS for each position. The following records **must be maintained confidentially** within this file for a period of at least three (3) years from the date the position is filled (the local HRMS automatically maintains some of these records):

- | | |
|---|--|
| 1. Position description | 6. Screening and selection criteria applied |
| 2. Records related to recruitment efforts | 7. Interview questions and notes on applicant responses (scoring sheets) |
| 3. Copies of advertisements | 8. References |
| 4. Employment applications | 9. Any documentation supporting selection or addressing non-selection |
| 5. Race and gender data on all applicants | |

RECORD DISPOSITION

Records must be retained and disposed of in accordance with the guidelines established by the [Library of Virginia](#). Agencies that are uncertain about the procedures or guidelines should contact the [Records Management Section](#) of the Library of Virginia.

See **Chapter 8** of the [LDSS Administrative/HR Manual](#) for more information on the creation, organization, and maintenance of employment files.

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SECTION VI: OPEN-UNTIL-FILLED & CONTINUOUS RECRUITMENT

OPEN-UNTIL-FILLED RECRUITMENT

This recruiting method allows the LDSS to receive and consider applications without deadline until the position has been filled and is typically used when a position is hard to fill (e.g., a highly specialized role in a more rural geographical area). Without a closing date, the LDSS may be able to build a viable applicant pool over time.

BEST PRACTICES:

1. Applicants need to be screened at regular intervals or when they apply to determine if they meet the minimum requirements.
2. It is recommended that the agency maintain regular contact with applicants who meet the minimum requirements to provide an update on when candidate evaluations may take place. This measure may aid in preventing the loss of qualified applicants due to perceived lack of interest from the LDSS.
3. The methods described in [Section II, "Applicant Screening,"](#) and [Section III, "Candidate Evaluation & Selection"](#) still apply to this type of recruitment.
4. It is not recommended that these recruitments stay open longer than eight (8) weeks.
5. It is recommended that the LDSS speak with the [VDSS Local HR Support Team](#) to develop a good strategy for this method prior to using it.

CONTINUOUS RECRUITMENT

This recruiting method allows the LDSS to leave a position open on a continuous basis to consistently recruit for positions where there is a recurring need for eligible applicants (e.g., entry-level).

BEST PRACTICES:

1. Applicants need to be screened at regular intervals or when they apply to determine if they meet the minimum requirements.
2. It is recommended that the agency maintain regular contact with applicants who meet the minimum requirements to provide an update on when candidate evaluations may take place. This may help to prevent the loss of qualified applicants due to perceived lack of interest from the LDSS.

3. The methods described in [Section II, "Applicant Screening,"](#) and [Section III, "Candidate Evaluation & Selection"](#) still apply to this type of recruitment. It is recommended that the LDSS speak with the VDSS Local HR Support Team to develop a good strategy for this method prior to using it.

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GLOSSARY:

SECTION I: PREPARING FOR & INITIATING A RECRUITMENT

1. Bona Fide Occupational Qualification (BFOQ): A bona fide occupational qualification, or BFOQ, is an exception to Title VII of the Civil Rights Act of 1964. This exception recognizes that in some extremely rare instances a person's sex, religion, or national origin may be reasonably necessary to carrying out a particular job function in the normal operation of an employer's business or enterprise. The protected class of race is not included in the statutory exception and clearly cannot, under any circumstances, be considered a BFOQ for any job.
2. Business Day: Another term for a workday, or more specifically, Monday through Friday, except the legal public holidays.
3. Close Date: Appears on the job posting; the last day an applicant may apply for a job.
4. Continuous Recruitment: A method of recruiting that allows agencies to receive and consider applications on an ongoing basis for those positions for which vacancies constantly exist or frequently recur.
5. Core Responsibilities: The main tasks or responsibilities performed within a job. Core responsibilities are identified both for the Employee Performance Plan and Evaluation (EPPE) Form and for the job description and should be the same.
6. Demotion: Movement of an employee to a lower pay band or to a lower tier in the same pay band.
7. Dual Incumbency: Hiring a candidate into a position that is occupied by another employee for a short period of time, normally thirty (30) days or less.
8. Emergency Position: A position set up for one year's duration to meet special or immediate needs of the LDSS. An emergency position is filled only by an employee whose status is Emergency.
9. Hiring Range: The pay range entered in a job posting that includes the minimum up to a rate equal to or less than the midpoint of the salary range for the job. The hiring range is not the same as the salary range for a position.
10. Inter-agency Recruitment: A type of recruitment that is limited to current regular, probationary, restricted, and temporary employees of any State and local welfare/social services department of the Commonwealth of Virginia.
11. Intern: An advanced student or graduate hired to work in an apprentice or trainee capacity in a profession to gain work experience.
12. Internship: A form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional or community setting.
13. Intra-agency Recruitment: A type of recruitment that is limited to current regular, probationary, restricted, and temporary employees of the LDSS where the vacancy exists.
14. Intra-jurisdictional Recruitment: A type of recruitment that is limited to employees of the city, town, or county government of which the LDSS is a governmental unit.
15. Job Announcement: An official, brief description of an available position at an LDSS.

16. Knowledge, Skills, and Abilities (KSAs): A component of a position's qualification requirements, based in part on definitions in the federal, "[Uniform Guidelines on Employee Selection Procedures](#)," found in volume 29 of the Code of Federal Regulations at Part 1607, section 16.
 - a. *Knowledge* - A body of information applied directly to the performance of a function. It usually is information of a factual or procedural nature, which makes possible adequate performance of the work.
 - b. *Skill* - A present, observable competence to perform a learned activity.
 - c. *Ability* - A demonstrated competence to perform observable behavior, or a behavior that results in an observable product. Ability denotes current competence in doing specific job content actions; it does not denote a person's capacity to acquire this competence, nor can it be inferred from years of experience.
17. LDSS Employee Performance Plan and Evaluation: An official document used within Virginia local departments of social services that is a combination of an employee work description and performance plan for a particular position. This document is also used to assist in the development of the job description when position is vacant.
18. Limited: A type of recruitment that is limited to regular or probationary employees of either a specific unit or classification of the LDSS to prevent lay-off of an employee due to the abolishment/establishment of a position.
19. Local Human Resource Management System (HRMS): An automated system owned and operated by the Commonwealth of Virginia featuring a set of tools designed to electronically manage the recruitment and selection process for positions covered under the Virginia Personnel Act. The HRMS may have a common or familiar name (i.e., Local HR Connect); however, this name may change in the future.
20. Open Date: Appears on the job posting; the first day an applicant may apply for a job.
21. Open Recruitment: A type of recruitment that is open to all applicants.
22. Open-Until-Filled Recruitment: A recruiting method for hard-to-fill positions that allows agencies to receive and consider applications without deadline until the position has been filled.
23. Posting Period: The amount of time a job posting is publicly advertised and open for applicants to apply. The minimum amount of time that a job may be posted is **five (5) business days**. This applies to **all** recruitment types (open, inter- and intra-agency, intra-jurisdictional, and limited).
24. Proficiency Level: The extent to which an applicant can understand or perform a given skill (e.g., language proficiency, proficiency with Microsoft Office Suite, typing speed, etc.). Proficiency levels may be expressed in the following way:
 - a. *Basic* - Has a rudimentary knowledge of the skill or ability to perform the skill.
 - b. *Intermediate* - Has engaged in practical application of the skill; has a general understanding of the skill or ability to perform the skill.
 - c. *Advanced* - Has engaged in frequent practical application of the skill; has an extensive understanding of the skill or ability to perform the skill.
 - d. *Mastery* - Has a complete understanding of a concept or skill.
25. Promotion: An internal candidate's competitive attainment of a different position assigned to a higher pay band or higher tier within the same pay band.

26. Reasonable Accommodation: Modifications or adjustments in a work site program or job that make it possible for a qualified employee with a disability to perform the tasks or duties required by the position or for an applicant to progress through the hiring process.
27. Recruitment and Selection Process: The process by which an LDSS seeks qualified candidates by advertising a position that the agency intends to fill through a competitive selection process. The phases of the process include Preparing for and Initiating a Recruitment, Applicant Screening, Candidate Evaluation & Selection, Background Record Checks, and Offer & Acceptance of Employment, and Record Maintenance & Retention.
28. Restricted Position: A position established for a specific time with an end date. A restricted position may be filled by an employee whose status is Probationary, Restricted, Temporary, or Emergency.
29. Seasonal Position: A position that is continuous with no end date and may be filled by an employee whose status is Temporary or Emergency. It may be filled for time periods when there is a need for extra help (for example, when the Fuel Assistance Program is active).
30. Separation: A termination of an individual's employment relationship with the LDSS due to retirement, disability, death, or voluntary or involuntary termination of employment.
31. Technical Skills: Specialized knowledge and expertise required to perform specific tasks and use specific tools and programs in real world situations. Examples of technical skills are data analysis, writing, bookkeeping, financial management, etc.
32. Temporary Position: A position established to meet a special need of the LDSS. The duration of a temporary position typically does not exceed twelve (12) months, and it is not renewed or extended. Only an employee whose status is Temporary or Emergency may fill this type of position.
33. Transfer: Either competitive or voluntary:
 - a. *Competitive* - When an internal applicant competes for and accepts a different position on the same pay band and tier as his/her current position.
 - b. *Voluntary* - When an LDSS accepts a current employee's request to move to a different position on the same pay band and tier as his/her current position.
34. Vacancy: A vacant, fully funded, full-time, part-time, or restricted position that has been designated by the LDSS Board to be filled through placement options or a competitive recruitment and selection process.
35. Veteran: Any person who has received an honorable discharge and has (i) provided more than 180 consecutive days of full-time, active-duty service in the armed forces of the United States or reserve components thereof, including the National Guard, or (ii) has a service-connected disability rating fixed by the United States Department of Veterans Affairs. See [Virginia Code § 2.2-2903 \[D\]](#).

SECTION II: APPLICANT SCREENING

1. Applicant: A person who has successfully completed a job application and applied for a job at an LDSS.
2. Applicant Pool: All persons who apply for a specific position for which the LDSS is recruiting.
3. Phone Screen: An additional screening method, typically reserved for higher level positions or more highly specialized positions, where the recruiter or hiring manager schedules a brief (15-20 minutes) phone conversation. A uniform set of questions should be used with each applicant, and the

questions should be focused to verify that the applicants meet the minimum qualifications of the position (employment record, qualifications, etc.). A phone screen is also a way to assess applicant soft skills (communication/listening skills, attention to detail, professionalism, timeliness, etc.), which are critical skills for higher level positions.

4. Prescreening Questions: A uniform set of questions used to help identify which applicants in the applicant pool meet the minimum or preferred qualifications for the position.
5. Screening: The process of evaluating the qualifications of individuals in an applicant pool against established position qualifications to determine:
 - a. Which applicants in the pool meet minimum or preferred qualifications.
 - b. Which applicants qualify for an interview based on agency selection criteria.

SECTION III: CANDIDATE EVALUATION & SELECTION

1. Candidate: All persons who have been screened and found to meet the minimum requirements of the job posting.
2. Candidate Eligibility: Meeting the requirements of the position; having the necessary qualifications and technical ability to perform the core responsibilities associated with the position.
3. Candidate Evaluation: Assessing the knowledge, skills, and abilities candidates possess to learn how they have applied and tested their work skills, and to determine where their aptitudes lie. The candidate interview is a means of achieving these goals. Evaluation by interview occurs in-person, typically employing a panel-style interview, and may require more than one round of interviews. The number of interviews required depends on the level of the position being filled, and the number of candidates who moved forward from the screening phase.
4. Candidate Suitability: Having the behavioral qualities that are needed and appropriate for the position.

SECTION IV: PRE-EMPLOYMENT BACKGROUND CHECKS

1. Adverse Action: A decision or action taken by an employer that negatively impacts an individual's employment status or opportunity. This includes, but is not limited to, denial of employment, termination, demotion, or other unfavorable changes in employment conditions. Adverse actions are based on findings from background checks that indicate potential concerns about the individual's suitability for a position.
2. Background Record Check: A comprehensive review of an individual's history, including both criminal and non-criminal records. This process involves reviewing various background records, including criminal history, driving record, Central Registry record, employment and education history, and child support history. In accordance with this framework, the background check process ensures compliance with federal and state statutes and regulations governing access to sensitive or confidential information and helps assess the candidate's overall suitability for roles involving such data.

3. Central Registry: A comprehensive database maintained by the VDSS Office of Background Investigation (OBI) that tracks individuals involved in cases of child abuse, neglect, or other relevant concerns. This registry is used to ensure the safety and well-being of children by identifying individuals with a history of such issues. Access to Central Registry records is often a part of background checks for positions involving contact with children or vulnerable populations and is designed to protect the integrity of child welfare and related services. Central Registry records are to be treated as criminal records during the background check process.
4. Child Support History: The record of an individual's obligations and compliance related to child support payments. This includes information on whether the individual has been timely and fully meeting his/her court-ordered child support responsibilities, any arrears or delinquencies, and legal actions taken regarding non-compliance.
5. Contingent Offer: A conditional job offer made to a candidate, subject to the successful completion of background checks, verification of credentials, or other pre-employment screenings. The offer is not finalized until all stipulated contingencies are met, ensuring that the candidate meets the necessary criteria for the role before officially securing the position.
6. Criminal Record: Criminal records include the fingerprint-based criminal history, driving record, and Central Registry record. These records are used to assess an individual's suitability for a position and include information on any criminal offenses, driving violations, or substantiated allegations of child abuse or neglect. These records are to be disposed of in accordance with this framework once they suitability determination has been made.
7. Criminal Record Check: The process of reviewing an individual's criminal history to identify any past criminal activity to determine the individual's suitability for a position.
8. Driving Record: A document that provides a summary of an individual's driving history, including information on traffic violations, license status, accidents, and any administrative actions such as suspensions or revocations. It is used to assess the individual's driving behavior and reliability, particularly for roles that involve operating a vehicle.
9. Federal Tax Information (FTI): Data collected by the Internal Revenue Service (IRS) from federal tax returns, including information on income, tax filings, and other related details. In the context of the IEVS system, FTI is used to verify income and eligibility for programs that require proof of financial status. Access to and use of FTI is strictly regulated under federal law to ensure confidentiality and to prevent unauthorized disclosure.
10. FTI-Sensitive: Positions that fall under the Sensitive classification but also include access to federal tax information (FTI) through agreements with the Internal Revenue Service (IRS) or Social Security Administration (SSA).¹ For LDSSs, this classification primarily includes roles with access to the Income and Eligibility Verification System (IEVS) used for verifying benefit eligibility.
11. Personally Identifiable Information (PII): Any information about an individual maintained by an agency with respect to, but not limited to, education, financial transactions, medical history and criminal or employment history and information that can be used to distinguish or trace an individual's identity (e.g., name, Social Security Number, date and place of birth, mother's maiden name, biometric records) including any other personal information linked or linkable to an individual.

¹ Code of Virginia [§ 63.2-325.1](#)

12. Suitability Determination: The process of evaluating an individual's qualifications, background, and overall fitness for a specific position or role.

MISCELLANEOUS

1. Department of Labor (DOL): A department of the federal executive branch concerned with improving working conditions and employment opportunities for laborers.
2. Equal Employment Opportunity Commission (EEOC): A federal agency that was established via the Civil Rights Act of 1964 to administer and enforce civil rights codes against workplace discrimination.
3. Fair Credit Reporting Act (FCRA): A federal law that regulates the collection, use, and dissemination of consumer credit information, ensuring accuracy, privacy, and fairness in credit reporting practices. It provides consumers with the right to access and correct their credit reports and requires that reports be used for permissible purposes only.
4. Federal Trade Commission (FTC): A federal agency that aims to protect consumers and ensure a competitive market by enforcing antitrust codes.

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APPENDICES

Chapter 3: Supplementary Information

APPENDIX 3.1: JOB POSTING EXAMPLE

This example of a job posting is not meant to offer instruction on the local HRMS, nor is it meant to be an exact replica of what would be placed online. It is a text-only example illustrating how to draft the main components of a job posting – the introductory paragraphs, description of the position, core responsibilities, minimum requirements, and preferred requirements. Please contact the [VDSS Local HR Support Team](#) for more information on how to use the local HRMS.

Family Services Specialist I – Child Protective Services

James County Department of Social Services

James County, VA

About James County

James County, located in southwestern Virginia, is one of the oldest county governments in the Commonwealth. Nestled between the Pisgah National Forest and the New River, James's residents enjoy the rural nature of the county coupled with the quaint atmosphere of its one incorporated town, Sunrise Village.

Careers at James County Department of Social Services (DSS)

Our program teams function cohesively to serve our community in a number of critical ways – by assisting individuals toward self-sufficiency through the promotion of their health and well-being, by strengthening family relationships, and by restoring individuals, families, or groups to successful social functioning. If you are interested in making a positive impact in the lives of children and families and want to see the results of your efforts and make a real difference to the people in your community, then come and see what James County DSS has to offer!

Family Services Specialist I – Child Protective Services

This position represents the starting point of a purpose-driven career focused on the safety and protection of children and the strengthening of families within our community. Employees work under close supervision while being trained in program areas, such as Foster Care, and perform routine- to journey-level casework activities.

This position includes on-call work, and employees are assigned to an on-call rotation. When called in for duty, employees are expected to respond within time frames set by the DSS. This position may also be asked to work during emergency operations as outlined in the DSS Continuity of Operations Plan.

There are three levels of Family Services Specialist distinguished by the level of work performed and the qualifications of the employee. The goal of this position is to prepare the employee for upward mobility by providing the supervision and assistance needed to allow them to function more independently.

Core Responsibilities

Client Support:

- Assesses needs of clients and families, which may include but is not limited to:
 - Investigating referrals.
 - Interviewing clients and family members.
- Determining service eligibility; making appropriate referrals.
- Assists and supports clients in problem-solving and in their use of agency and other resources.
- Makes field visits to client residences and assesses/monitors situation and/or progress; provides counseling.
- May identify homes suitable for adoption.
- Providing protection and care to abandoned, abused, or neglected children and adults.
- Conducts group information/education sessions for clients.

Interagency Responsibilities:

- Performs work with specific ancillary agencies such as juvenile and domestic relations courts.
- Testifies in court proceedings and makes recommendations to petitions to legal authorities.
- Interprets James County DSS programs to other agencies, community groups, and associations.

Administrative Responsibilities

- Maintains case records and prepares statistical and other reports and documentation.
- Processes financial documentation related to client services.

Minimum Qualifications

- Per Virginia Administrative Code [§ 22VAC40-670-20](#), minimally requires a bachelor's degree in a Human Services field, or minimally, a bachelor's degree in any field with a minimum of two years of appropriate and related experience in a Human Services area.
- Possession of a valid driver's license issued by the Commonwealth of Virginia or qualified and able to obtain a valid VA driver's license prior to beginning the position.

Preferred Qualifications

- Master's degree in social work or related field.
- Previous experience in child protective services with a public agency.

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NEWSPAPER ADVERTISEMENT POSTING EXAMPLE

Newspaper advertisements should serve as a brief announcement of the available position to drive the applicant to apply with the local HRMS System or through the locality's website. Please contact the [VDSS Local HR Support Team](#) if additional information is needed regarding newspaper advertisements.

Come and Join the Team at James Department of Social Services!

James County Department of Social Services has an immediate opening for a Family Services Specialist I (Child Protective Services). If you interested in making a positive impact in the lives of children and families and want to see the results of your efforts and make a real difference to the people in your community, then this position may be perfect for you!

The Family Services Specialist I position represents the starting point of a purpose-driven career focused on the safety and protection of children and the strengthening of families within our community. Employees work under close supervision while being trained in program areas, such as Foster Care, and perform routine- to journey-level casework activities.

For more information or to apply, please visit [ENTER LOCAL HRMS OR AGENCY WEBSITE INFORMATION].

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APPENDIX 3.2: APPLICANT & CANDIDATE COMMUNICATION TEMPLATES

APPLICANT COMMUNICATION

APPLICANT INTRODUCTION EMAIL – RECEIPT OF APPLICATION

Hello:

Thank you for your interest employment opportunities with the [ENTER AGENCY NAME]. Our hiring team is currently reviewing all applications, and we hope to be back in touch with you soon.

Respectfully,
[NAME]

APPLICANT INTRODUCTION EMAIL – REQUESTING PHONE SCREEN (IF APPLICABLE)

Hello:

Thank you for your interest employment opportunities with the [ENTER AGENCY NAME] and your recent application to our [ENTER POSITION NAME] position! I would like to invite you to participate in a brief phone screen. The conversation should take no longer the 10-15 minutes.

- Please provide your availability on the following dates: [PROVIDE DATE RANGE]
 - *EXAMPLE – May 5, 6, and 7*
- Please confirm the best contact number to reach you.

Again, thank you for your interest in [ENTER AGENCY NAME], and good luck on the next step in our process!

Respectfully,
[NAME]

APPLICANT EMAIL – PHONE SCREEN SCHEDULED (IF APPLICABLE)

Hello –

I have scheduled your phone screen for **5/8/19, at 8:30 am EST**, and I will call **757-555-3232**. I look forward to our conversation!

Have a great day,

[NAME]

APPLICANT EMAIL – PURSUING OTHER CANDIDATES

Hello -

Thank you for your interest in the [ENTER AGENCY NAME] Department of Social Services and the time you have invested in applying for the [ENTER POSITION NAME] position. We have reviewed your application materials and have decided to pursue other candidates for the role.

We will be advertising more positions in the coming months. We hope you will keep us in mind, and we encourage you to apply again.

Respectfully,

[NAME]

CANDIDATE COMMUNICATION

CANDIDATE INTRODUCTION EMAIL – REQUESTING INTERVIEW AVAILABILITY

Hello:

Thank you for your interest employment opportunities with the [ENTER AGENCY NAME] and your recent application to our [ENTER POSITION NAME] position! I would like to invite you to participate in an in-person interview. The duration of the interview will be approximately one hour.

- Please provide your availability on the following dates: [PROVIDE DATE RANGE]
 - *EXAMPLE – May 5, 6, and 7*
- Please confirm the best contact number to reach you in the event I need to contact you prior to the interview.

Again, thank you for your interest in [ENTER AGENCY NAME], and good luck on the next step in our process!

Respectfully,

[NAME]

CANDIDATE EMAIL – CONFIRMING INTERVIEW

Hello,

Congratulations! You have been scheduled to participate in a panel interview for the [ENTER POSITION] position. Date and location information are as follows:

- Date/Time: Tuesday, May 14th, from 8:30 am - 10:00 am
- Location: James Department of Social Services, 123 Main Street, James, VA 01111

The panelists are:

- Peter Smith, Director of Social Services
- Mary Doe, Program Manager
- Joseph Jones, Program Manager

Please plan to arrive 5-10 minutes before your scheduled interview time. In the event there is an issue, my direct line is 804-555-5555.

[PROVIDE ANY OTHER DETAILS FOR THE CANDIDATE – *Is a visitor pass needed for the building? Are there special circumstances related to parking (On street? Visitor Lot? Payment Required?) Will they need to present an ID or go through security?*]

Example:

We are located at 1st and Main Streets in the James Building. On-street parking is available; however, the lot at Peach and Pear Streets is the closest lot if you are unable to find on-street parking.

Please let me know if you have any questions. We look forward to seeing you soon!

****Please confirm your receipt of this email with a quick response. ****

Respectfully,
[NAME]

CANDIDATE EMAIL – ADDITIONAL/FINAL INTERVIEW

Hello -

Congratulations on moving forward in the process for the [ENTER POSITION NAME] position. You will be meeting with Peter Smith, Director of Social Services.

Date and location information are as follows:

Chapter 3: Recruitment & Selection

- Date/Time: Tuesday, May 14th, from 8:30 am - 10:00 am
- Location: James Department of Social Services, 123 Main Street, James, VA 01111

Please plan to arrive 5-10 minutes before your scheduled interview time. In the event there is an issue, my direct line is **804-555-5555**.

Please let me know if you have any questions. We look forward to seeing you on **May 28th!**

****Please confirm your receipt of this email with a quick response. ****

Respectfully,
[NAME]

CANDIDATE EMAIL – PURSUING OTHER CANDIDATES

Hello -

We greatly appreciate your interest in the [ENTER AGENCY NAME] Department of Social Services and the time you have invested in applying for the [ENTER POSITION NAME] position. We would also like to thank you for taking the time to speak with our team. It was a pleasure to learn more about your skills and accomplishments.

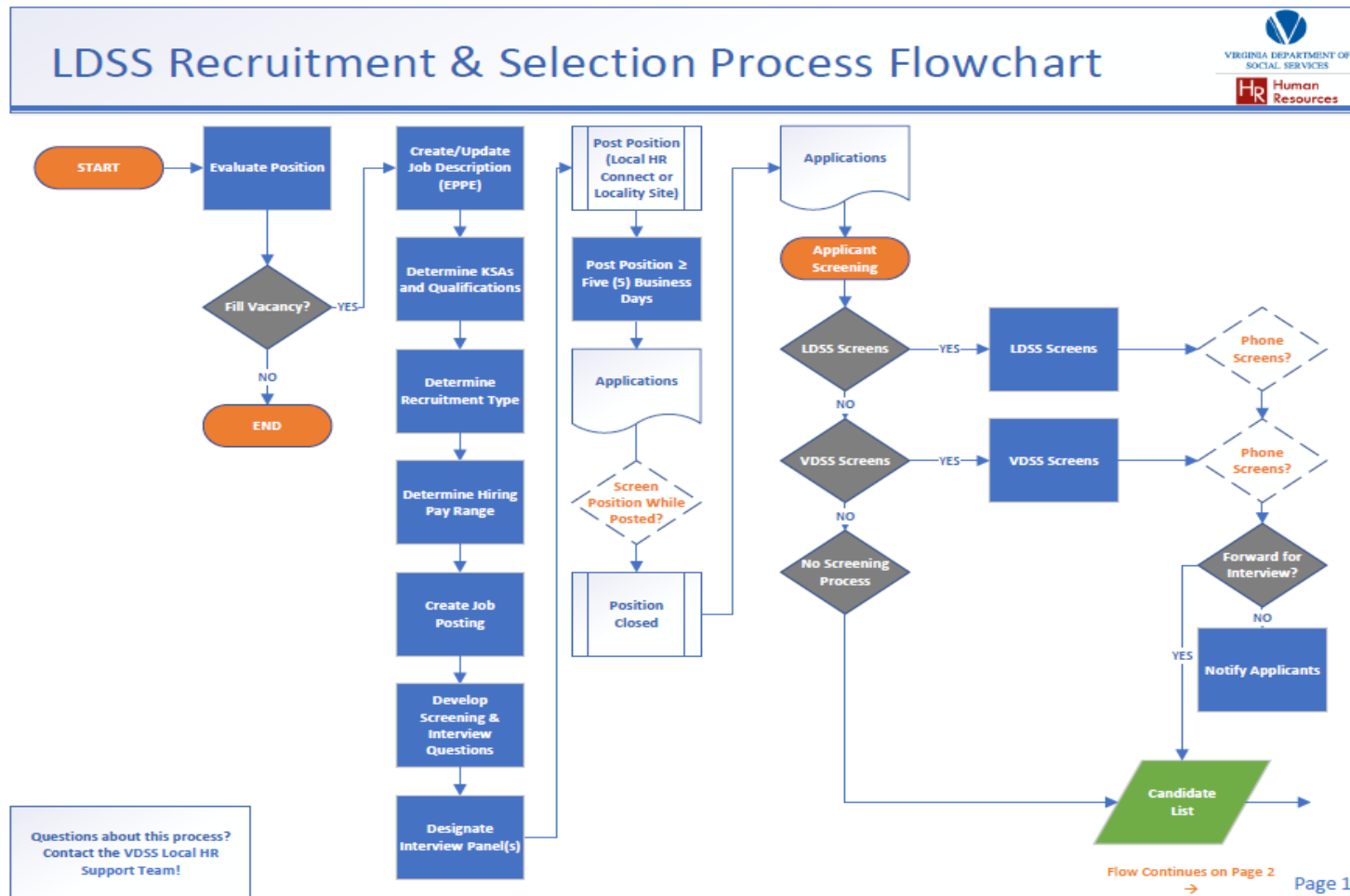
As our process continues, we have decided to pursue other candidates for the role. We will be advertising more positions in the coming months. We hope you will keep us in mind, and we encourage you to apply again.

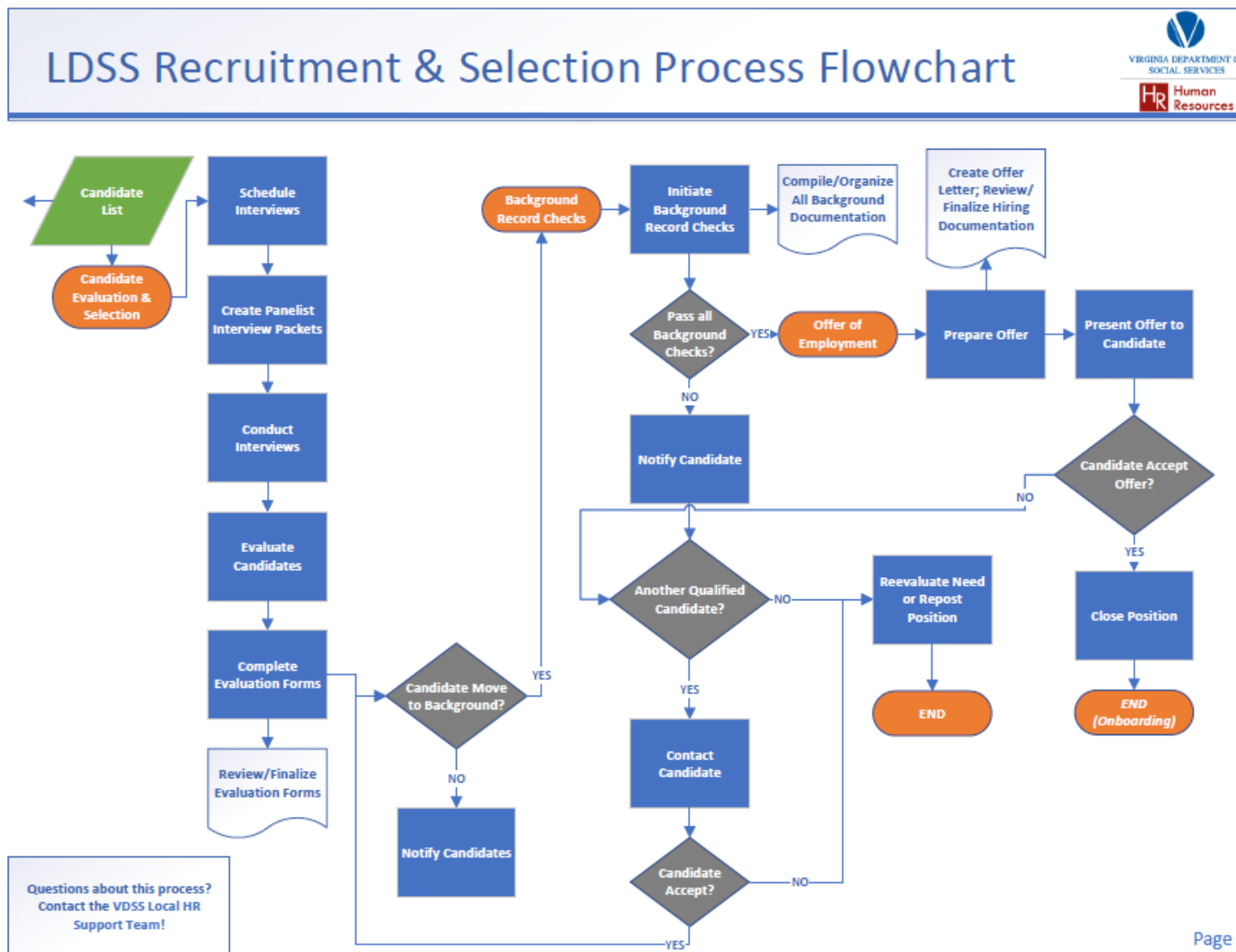
We wish you good luck with your job search and future professional endeavors.

Respectfully,
[NAME]

[SPACE INTENTIONALLY LEFT BLANK]

APPENDIX 3.3: RECRUITMENT & SELECTION PROCESS FLOWCHART





LDSS Recruitment & Selection Process Flowchart



LDSS Recruitment & Selection Flowchart Key	
Symbol	Definition
	Start/End – Indicates the start or end of a process or phase within a process.
	Process – Represents an action or function in the process.
	Decision - A decision or branching point; lines representing different responses (yes/no) may emerge from different points of the diamond.
	Subprocess - Indicates a sequence of actions that perform a specific task embedded within a larger process.
	Document(s) – A printed document, report, or file.
	Output or Data – Information produced from a process step.
	Optional Step – A step that may or may not be taken based on need.
	Arrow – Indicates directional flow.

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