

Human Resources Branch Memorandum

SUBJECT: Updated Recruitment Process	NUMBER: HRB 22-017
	DATE ISSUED: July 1, 2022
DISTRIBUTION: Administrative Officers, Human Resources Liaisons, and Managers/Supervisors	EXPIRES: Until Superseded

Action Required

Informational Only

Control Agency Directive

PURPOSE

The purpose of this memorandum is to inform California Department of Fish and Wildlife (CDFW) Administrative Officers (AO), Human Resources (HR) Liaisons, and managers/supervisors of CDFW's updated recruitment process.

AUTHORITY

[California Code of Regulations \(CCR\) section 249.4](#)
[California Department of Human Resources \(CalHR\)](#)
[State Personnel Board \(SPB\) \(SPB\)](#)

RECRUITMENT PROCESS CHANGE

To further streamline the hiring process, ensure compliance with examination and recruitment regulations and best hiring practices, and to assist programs with their recruitment efforts, the Human Resources Branch (HRB) is excited to announce its updated 11-step recruitment process!

An overview of the changes to the recruitment process are outlined below and a Recruitment Process Outline with the details of each step, has been developed and begins on page two:

Overview of Changes

- Applications are now available to view immediately in the Job Control (JC) in the Examination and Certification Online System (ECOS) for all recruitments. It is recommended that programs screen applications on a flow basis to assist with expediting the recruitment process. Interviews cannot be scheduled until the certification list is coded and all applications are screened. Refer to [Step 6 – Application Screening](#) and [Step 7 – Candidate Selection](#).
- The *Hiring Manager Report* is no longer sent to programs after the final filing date (FFD). With immediate access to applications, this is no longer necessary. For information on how to determine if applicants have taken and passed an examination, refer to [Step 7 – Candidate Selection](#).
- Prior to interviews, programs must submit a list of the top candidates (up to 10) who have met the established screening criteria base score in a Pre-Interview Notification email to HRB. The email must include the total number of applications that were screened and confirm that no Reemployment or State Restriction of Appointment (SROA) applicants applied. Refer to [Step 7 – Candidate Selection](#).

- Effective August 1, 2022, candidates must submit official transcripts prior to receiving final approval to hire if they met the minimum qualifications (MQ) of a classification based on education or a degree. Most colleges/universities will email the official transcripts directly to HRB. If the candidate receives the hard copy, they must deliver it to HRB **unopened and sealed**. The Tentative Offer Letter [Template](#) and [Sample](#) have been updated to provide additional instructions to candidates regarding the submission of official transcripts. Refer to [Step 8 – Eligibility Determination](#).
- Programs must upload additional recruitment documents to the Request for Personnel Action (RPA) prior to receiving final approval to hire. Refer to [Step 9 – Tentative Offer](#).
- Programs are no longer required to submit candidate applications to request eligibility or to receive final approval to hire. The Classification and Pay (C&P) Analyst will download applications from the JC, if necessary.
- A completed email thread of all recruitment activity is uploaded to each RPA by HRB at the time of appointment. Programs must ensure all communication is maintained on one continuous thread of emails per RPA. Refer to the [Recruitment Email Thread Sample](#) to view the full thread of emails throughout the 11-step recruitment process.

RECRUITMENT PROCESS OUTLINE

Below are the detailed steps of the updated 11-step CDFW recruitment process. Paper RPAs follow the same process identified below, except that any documents that would be uploaded to the RPA are emailed directly to the C&P Analyst.

1. **RPA Submittal**: program submits an RPA to HRB via email or the Human Resources Management System (HRMS) for review and approval. Refer to the [RPA Document Cheat Sheet](#) for a list of documents required for each type of RPA.
2. **RPA Review**: HRB reviews and approves position allocation and organizational structure and will request any necessary clarification or amendments from the program. If applicable, the Budget Branch will review and approve the associated funding. Once approved by HRB and Budgets, if applicable, the RPA is sent to the Executive Review Committee (ERC) for approval.

Supervisor Change RPAs are complete once approved by HRB.

3. **ERC Approval**: ERC meets every Monday to review and approve RPAs that have been approved by HRB/Budgets the prior week. When Monday falls on a holiday, ERC meets on Tuesday. Refer to the [RPA Document Cheat Sheet](#), to determine RPAs that are expedited through the ERC approval process and are not required to be reviewed at the weekly meetings.
4. **RPA Approval**: HRB, Budgets, and/or ERC have reviewed and approved the program's request.

If there is a delay due to funding or ERC approval, the program will be notified by the C&P Analyst. For RPAs submitted via HRMS, the RPA requestor and approvers can access the RPA at any time to view the status.

For Out-of-Class (OOC)/Acting Assignment RPAs, HRMS will send a system-generated email to the RPA requestor informing them of the approval. Once the RPA is approved,

the program must update the Proposed Candidate Information Tab with the applicable information. At this point, the RPA is complete, and the C&P Analyst will provide the employee and their manager/supervisor with an OOC approval memo confirming the dates of the assignment and compensation information.

5. Job Advertisement: HRB will order the necessary certification list(s) and contact letters, if requested, and publish the job posting for a minimum of 10 business days. Contact letters are always sent to all Reemployment and SROA candidates. Job postings will be published within two business days of the RPA approval.

Depending on the on the position classification, tenure, or time base, standard language may be automatically added to the job posting as outlined below:

- Classification with MQs that have an educational component: language requires applicants to submit unofficial copies of their degree and/or transcripts with their application to substantiate how they meet the MQs.
- Limited-term position: language informs applicants that the appointment may be extended up to 24 months and/or become permanent.
- Training and Development (T&D) Assignment: language informs applicants that a T&D Assignment may be considered. A T&D Assignment is a recruitment option available to programs that allows candidates who do not meet the MQs of the advertised classification to be appointed to the position in their current classification but perform the duties of the new classification. Contact your C&P Analyst for more information on T&D Assignments.
- Temporary Authorization Appointment (TAU): language is added for classifications that have no examination available and/or there are three or less candidates on the certification list. The intent is to allow a candidate to be appointed to the classification up to nine months while CDFW administers the exam and establishes a certification list. The appointment cannot be extended beyond nine months. This does not pertain to temporary and seasonal TAU appointments.
- Vacancy repost: language informs applicants they do not to reapply if they have already submitted an application for the position.

When the job posting has been published, an HRMS system-generated email will be sent to the program with the job posting information, including the JC number. For paper RPAs, the C&P Analyst will send an email to the RPA requestor with this information. At this point, the program now has access to the JC and can view applications on a flow basis. It is recommended that programs screen applications on a flow basis.

Refer to the [Recruitment Email Thread Sample](#) for an example of the email received at this step.

6. Application Screening: programs must screen **all** applications in the JC. By the sixth business day after the FFD, HRB will upload all hard copy applications received to the JC and will send an email to the program to confirm that all applications have been uploaded. The email will also confirm that all Reemployment and SROA candidates have been cleared and the certification list has been coded. Once this email is received, the list of applications in the JC is final.

Interviews cannot be conducted until after the email confirming all applications have been uploaded is received, the program has screened ALL applications in the JC, and the program has sent the Pre-Interview Notification email outlined in [Step 7 – Candidate Selection](#).

Refer to the [Recruitment Email Thread Sample](#) for an example of the email received at this step.

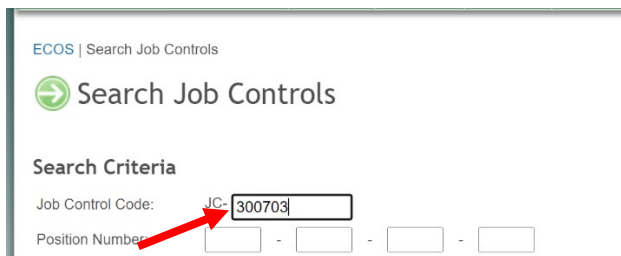
Because some candidates may not identify Reemployment or SROA status as the basis of their eligibility when they initially apply for the position, the program must immediately notify the C&P Analyst if a candidate claims Reemployment or SROA status on their application and/or attaches an SROA letter as an additional document.

Directions for Accessing Job Applications in ECOS

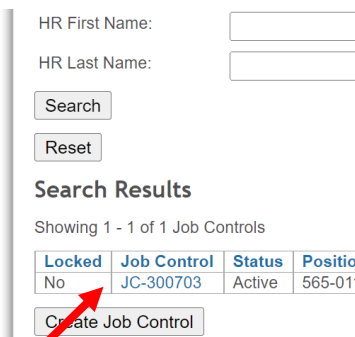
- a. Log into ECOS and hover over the JOBS tab at the top of the page. Select “View Job Control”.



- b. Enter the JC number and select “Search”.



- c. Scroll to the bottom of the page and click on the linked JC number.



d. Select the “Job Applications” link on the right side of the page.



e. Click on “Select” to view each candidate’s set of application documents under the View App column.

JOB APPLICATIONS LIST

First Name	HR Status	Reachable	Last Hiring Action	View App
MICHELLE	On Cert	Yes		Select
CINDY	On Cert	Yes		Select
Siamack	On Cert	Yes		Select
KATIE	On Cert	Yes		Select
Lisa	On Cert	Yes		Select
Jeffrey	On Cert	Yes		Select
NATALIE	On Cert	Yes		Select
Kerry	On Cert	Yes		Select
DELORES	On Cert	Yes		Select
NORMA	Transfer Claimed	Not Applicable		Select
Erica	Transfer Claimed	Not Applicable		Select
STEPHANIE	On Cert	Yes		Select
Pam	On Cert	Yes		Select
Jason	List Eligibility Claimed	Not Applicable		Select
Gilbert	List Eligibility Claimed	Not Applicable		Select

f. Select “Download Application Package” to view all documents submitted.

Application Items

Item	Additional Info	Requisite
Employment Application Form (STD678)	Included	Required
Statement of Qualifications	Included	Required
Resume		Extra

Bypassed Items

These required items were bypassed by the applicant.

No results found.

*Some formatting may have changed. Please see individual document(s) for original formatting.

7. Candidate Selection:

After screening all applications received, the program should establish a screening criteria base score to determine the applicants to interview. For example, if the total score possible is 30 and the program determines the base score for interviews is 22, all candidates at or above 22 must be invited for an interview unless HRB determines a candidate is not eligible for appointment. **Programs do not have the authority to determine a candidate is not eligible for appointment.**

Candidates must have appointment eligibility (e.g., list, transfer) **AND** meet the MQs of the classification to be eligible for appointment. MQs are not determined in this step and a tentative job offer cannot be made until after interviews are conducted and eligibility determination has been provided by HRB in [Step 8 – Eligibility Determination](#).

To assist with determining *appointment eligibility*, specifically list eligibility, programs may review the Reachable column in ECOS. In some cases, this will assist in determining if a candidate has taken and passed an exam and is reachable on the certification list.

First Name	HR Status	Reachable	Last Hiring Action	View App
MICHELLE	On Cert	Yes		Select
CINDY	On Cert	Yes		Select
Siamack	On Cert	Yes		Select
KATIE	On Cert	Yes		Select
Lisa	On Cert	Yes		Select
Jeffrey	On Cert	Yes		Select
NATALIE	On Cert	Yes		Select
Kerry	On Cert	Yes		Select
DELORES	On Cert	Yes		Select
NORMA	Transfer Claimed	Not Applicable		Select
Erica	Transfer Claimed	Not Applicable		Select
STEPHANIE	On Cert	Yes		Select
Pam	On Cert	Yes		Select
Jason	List Eligibility Claimed	Not Applicable		Select
Gilbert	List Eligibility Claimed	Not Applicable		Select

ECOS Reachable Status Definitions	
Status	Definition
Yes	Applicant has passed the exam and is in the top three ranks on the certification list. MQ review is still necessary to determine full eligibility prior to making a job offer – refer to Step 8 – Eligibility Determination .
No	Applicant has passed the exam but is not in the top three ranks on the certification list; however, they may become reachable if a rank(s) is cleared through contact letters, and/or they may have other eligibility (e.g., transfer).
Not-Applicable	At the time of the job posting, the applicant had not taken the exam. The status indicated in the JC is as of the date the job was posted and does not update to identify applicants that took the exam after the job was posted. Additionally, applicants with “Not-Applicable” may have other eligibility (e.g., transfer) and may not be required to pass an exam.

If the program is not able to confirm a candidate is reachable on the certification list using the Reachable column in ECOS, they may request that HRB complete a preliminary appointment eligibility determination. At this step in the recruitment process, appointment eligibility, is based on the information listed on a candidate’s application. Full eligibility determination will be based on information received from the appointment verification (A01) request, if applicable, and is confirmed in [Step 8 – Eligibility Determination](#) for up to the top three candidates after interviews.

Pre-Interview Notification

Programs are required to send a Pre-Interview Notification email to HRB prior to interviews for **all** recruitments. Using the RPA email thread already in progress, send an email to EligibilityDeterminations@Wildlife.ca.gov and update the subject line to “Pre-Interview Notification”. The email must include the following:

- Each candidate’s full name who met the established screening criteria base score (up to 10)
- The total number of applications screened (must match the total number of applications in the JC)
- Confirmation that no candidates claimed Reemployment or SROA status on their application and/or attached an SROA letter.

Note: If a candidate claims, Reemployment or SROA status, the program must immediately contact their C&P Analyst before scheduling interviews.

- Identify candidates that appointment eligibility is being requested for.
Note: Programs may choose to determine appointment eligibility on their own or elect to move on to interviews without it. However, programs must interview all candidates at or above the screening criteria base score unless HRB determines the candidate is not eligible for appointment. If the program feels a candidate is not eligible for appointment, they must request that HRB verify the candidate's appointment eligibility when they send the Pre-Interview Notification email for HRB to make a determination.

HRB will respond to the program's Pre-Interview Notification email within two business days to inform the program of each candidate's type of appointment eligibility (e.g., transfer, reinstatement, list, T&D Assignment), if requested.

Additionally, HRB will submit an A01 request to the applicable State agency for any current or prior state employees. It can take up to two weeks to receive the A01 information and is why the A01 request is sent prior to interviews. Programs are not required to wait for HRB to provide appointment eligibility or for the A01 request to be completed to schedule and start interviews.

Refer to the [Recruitment Email Thread Sample](#) for an example of the emails sent and received in this step.

Interviews, Reference Checks, and Official Personnel File Reviews

The program schedules and conducts interviews with their top candidates. Programs must have candidates complete the [Anti-Nepotism Self Reporting \(DFW 1024\)](#) form and the [Authorization to Review Official Personnel Records and Contact References \(DFW 233\)](#) at or prior to interviews. If a candidate identifies a personal relationship with another CDFW employee and is one of the top three candidates after interviews are completed, the program must submit a copy of the signed [DFW 1024](#) to the C&P Analyst when the eligibility determination is requested in [Step 8 – Eligibility Determination](#).

After interviews are complete, the program conducts reference checks and Official Personnel File (OPF) reviews, if applicable. It is recommended to conduct a minimum of two reference checks with the current and prior supervisor and an OPF review for current and prior state employees.

Reference checks and OPF reviews can be in progress, but interviews must be completed, before moving to [Step 8 – Eligibility Determination](#).

8. **Eligibility Determination:** after interviews, the program submits up to three top candidates for full eligibility determination to EligibilityDeterminations@Wildlife.ca.gov. Using the same email the Pre-Interview Notification response was received on, update the subject line to "Eligibility Determination Request" and attach the [DFW 1024](#) for any of the top candidates who identified a personal relationship with a CDFW employee.

If necessary, the C&P Analyst will assess the personal relationship, mitigate any potential nepotism issues, route the [DFW 1024](#) to the HRB Chief for approval, and return the completed form to the program. If selected for the position, the program will upload the completed [DFW 1024](#) to the Proposed Candidate Information tab in [Step 9 – Tentative Offer](#).

HRB will verify that the candidate(s) meets the MQs of the classification and will confirm the preliminary appointment determination made in [Step 7 – Candidate Selection](#) using the A01 information that has since been provided from the other State agency, if applicable.

HRB will provide eligibility determination to the program within 2-15 business days. [CCR section 249.4](#) requires that candidates are provided 10 business days to submit additional documents to prove they meet the MQs and is why eligibility determination may take up to 15 business days. In cases where additional information is requested from the candidate, the program will be provided a status update within two business days and the final determination within 15 business days.

The eligibility determination will confirm that the candidate meets the MQs and will inform the program if the candidate is required to submit official transcripts prior to receiving final approval to hire. If official transcripts are required, the program must select the “Official Transcripts” box on the [Tentative Offer Letter](#) sent to the candidate.

Refer to the [Recruitment Email Thread Sample](#) for an example of the emails sent and received in this step.

9. Tentative Offer: program sends the [Tentative Offer Letter](#) to the candidate and identifies all required documents that must be signed and returned prior to receiving final approval to hire. Refer to [HRB Memo #22-011 – Hiring Process Updates](#) for a description of when each document is required.

Upon receipt of all signed forms/letters, the program is to complete the Proposed Candidate Information tab in HRMS and upload the following documents to the RPA:

- Signed *Tentative Offer Letter* and all other required documents (e.g., duty statement)
- Signed [DFW 1024](#) – if there was a potential nepotism issue, upload the completed form provided by C&P
- Completed interview rating sheets for all candidates interviewed – not just the selected candidate
- OPF review notes, reference checks, and the [DFW 233](#) for all candidates who reference checks and OPF reviews were completed for – not just the selected candidate
- Hiring Justification – only required if the candidate selected is not the top interview scorer. In cases where a candidate files a Merit Issue Complaint (MIC), it is critical that HRB has documentation to support the hire.
- For Retired Annuitant RPAs, the following additional documents are required:
 - [Retired Annuitant Self Certification \(CalHR 715\)](#)
 - [Authorization for Release of Unemployment Insurance Records for Retired Annuitant \(DE 1181\)](#)

10. Final Approval to Hire: HRB will typically send final approval to hire to the program within 2-3 business days of receiving all required documents (e.g., signed Tentative Offer Letter, official transcripts, if applicable). The final approval to hire email will include the candidate’s estimated starting salary.

Refer to the [Recruitment Email Thread Sample](#) for an example of the email received at this step.

11. Confirmation of Employment: upon receipt of final approval to hire, the program makes the final offer to the candidate, negotiates the start date, and sends the [Confirmation of Employment Letter](#) to the candidate. The Confirmation of Employment letter provides basic appointment information such as the candidate's start date and estimated starting salary.

Note: It is recommended that programs schedule start dates approximately two weeks out to allow enough time for the necessary equipment and/or network accounts to be setup.

To finalize the recruitment, the program must respond to the final approval email and provide the following:

- The candidate's start date
- A copy of the signed Confirmation of Employment Letter
- A copy of the completed screening criteria for all applications received
- Any other documents that should be included in the recruitment package (e.g., emails from candidate's withdrawing an application or declining an interview or job offer)

Refer to the [Recruitment Email Thread Sample](#) for an example of the email sent to complete the recruitment.

IMPORTANT! [Step 8 – Eligibility Determination](#) **must always** be completed by HRB **prior** to the program making a tentative offer to a candidate **AND** [Step 10 – Final Approval to Hire](#) **must always** be received from HRB **prior** to negotiating a start date.

MERIT ISSUE COMPLAINT

MICs are complaints filed by individuals claiming that the State Civil Service Act (SCSA) or an SPB regulation or policy has been violated. SPB laws and rules require that appointments and promotions within the State civil service are made on the basis of merit. If an applicant or employee feels that this has been violated, they may file an MIC with CDFW and/or SPB. If an MIC is filed with CDFW, HRB researches the MIC allegations by reviewing all applicable recruitment documentation. Within 90 days, HRB must provide a written determination to the claimant.

If the MIC is filed with SPB, SPB will review the recruitment documentation and make a determination on the allegations filed.

In a recent audit of recruitment documents, HRB found several issues that could impede our ability to defend an MIC. Some of the issues discovered include:

- Completed screening criteria and interview rating sheets submitted were blank and/or incomplete
- Inappropriate and non-job-related comments were written on interview rating sheets (e.g., what the candidate wore to the interview, medical information shared in an interview)
- Interview scoring was not consistent among the candidates interviewed

Failure to adhere to the recruitment merit principles could result in several negative consequences including an employee's appointment being voided, loss of CDFW's recruitment delegation, and possible disciplinary action to the individual(s) who violated the recruitment merit principles.

To ensure that all recruitment merit principles have been followed and CDFW maintains its recruitment delegation, it is critical that programs follow the processes outlined in this memorandum.

To assist in maintaining compliance with the recruitment merit principles, it is strongly recommended that AOs and HR Liaisons:

1. Refer to this memorandum and the available resources when conducting a recruitment; and
2. Request one-on-one training with their assigned [C&P Analyst](#) if needed.

CONTACT

If you have any questions or need additional information, please contact your assigned [C&P Analyst](#).

TEMPLATES AND RESOURCECS

- [Recruitment Email Thread Sample](#)
- [CDFW Recruitment Process Flow Chart](#)
- Tentative Offer Letter [Template](#) and [Sample](#)
- Confirmation of Employment Letter [Template](#) and [Sample](#)