

Procedure Name: Hiring Procedure

Procedure No: P 401

Issue Date: January 5, 2007

I. PURPOSE/POLICY

The purpose of the Ohio Department of Administrative Services (DAS), Office of Employee Services (OES) Hiring Policy is to ensure that all candidates selected for interview and/or hire are chosen in a consistent, fair and timely manner in accordance with Federal and state law and the collective bargaining agreements.

II. PROCEDURE FOR CLASSIFIED HIRING

OES works with each division Human Resource Coordinator (HRC) and/or hiring manager to ensure compliance with all rules and regulations. The procedures below outline the steps that will be followed within DAS for classified positions.

A. DEFINITIONS

DAS – Department of Administrative Services

EEO – Equal Employment Opportunity

FIN – Office of Finance

HRA – Human Resources Administrator

HRC – Human Resources Coordinator

HRD – Human Resources Division

JOP – Job Opportunity Posting

KSA – Knowledge, Skills & Abilities

OCSEA – Ohio Civil Service Employees Association

OES – Office of Employee Services

OLEAP – Online Employment Application Process - State web page for job postings

ORC – Ohio Revised Code

PA – Personnel Action

PAR – Personnel Authorization Request

PN – Position Number

PD – Position Description

PSMQ – Position Specific Minimum Qualifications

TO – Table of Organization

QEE – Qualifications, Education and Experience

WRIPAC – Western Region International Personnel Assessment Council

B. SUBMITTING REQUESTS

Requests for action on all positions begin with submission of the appropriate documentation:

1. Personnel Authorization Request (PAR)

The PAR shows action requested, financial coding, PN & appropriate approvals. Documentation for all requests for action on a position begin with the PAR. The PAR requires signatures of the supervisor/manager, division business officer, and division deputy director.

2. Position Description (PD)

a. The PD is unique to each Position Number (PN) and gives details about the job duties, knowledge, skills and abilities (KSAs) needed to perform the job. PDs are used to provide employees with written confirmation of job duties; used by managers to set goals and assist in annual employee performance evaluations; and used by medical professionals when job information is needed to determine fitness for work. Original PDs are kept in at OES and should be updated every year or when changes occur that affect the PD (e.g., PN change, supervisor change, change of direct reports, change in job duties).

b. Before a PD is signed and sent to OES for processing, the division HRC or designated representative may email a draft electronic copy to the appropriate OES Account Executive for review. Electronic drafts should be named using the following convention: PN, Job Code title-PD, date submitted (e.g., 99999.9 Admin Assist 3-PD 2.2.05). The date will always be the date the draft PD is emailed. When it is returned, the date will be the date OES returned the draft PD. Once the PD is reviewed and returned, it may be signed and forwarded to OES for approval with other supporting documents (e.g., PAR, Posting, PA).

c. PDs should be organized as follows:

i. Each paragraph or rank on the PD should begin with a generic statement that encompasses the duty being described. The duty statement ends with a colon (:) and is followed by task statements that describe how the duty is performed. Each task statement is separated by a semi-colon (;). The duty statement in the first duty should state the class concept from the class specification. Duties and tasks on the PD should be appropriate for the stated job code title.

ii. Paragraphs/ranks in a PD are organized with the most complex duty/tasks in first position, followed by duties/tasks in descending order of complexity. A general statement regarding "other duties as assigned" can be added as the duty statement for the last paragraph.

- iii. The total percentage of time identified for all duties must equal 100 percent; however, the duty with the highest percentage may not always be the first duty.
- iv. Verify the job code and title by looking at the classification specification.
- v. Verify the direct reports and supervisor by looking at the TO. The DAS TO is the official document of the agency organizational structure and should be checked at least monthly for accuracy. If there is a discrepancy between the PD and the TO, HRCs should verify that the PD is correct. If it differs from the TO, but is correct, then the proper box should be marked on the PAR or a note written in the comments section. When a change in direct reports or supervisor is indicated, all affected PDs should be submitted at the same time. This could affect the former supervisor's PD, the new supervisor's PD and the PDs of all the direct reports.
- vi. Knowledge, Skills, and Abilities (KSAs) are identified on the PD as Minimum Acceptable Characteristics. KSAs must be stated for each duty and must be relevant to that duty. The KSAs are numbered consecutively and the definition is written out the first time it is used. When used again, the number alone may be used. Each duty statement must have its own KSAs. Using "Same as Above" is not acceptable. If a KSA has an asterisk (*) beside it, it signifies a knowledge or skill that is learned after employment and the following statement must appear at the bottom of the column: *developed after employment. Abilities never have an asterisk.
- vii. The state records code appears at the top right of the PD above the box and is used by State Records to identify and track PDs. This code includes the division payroll number and an alphabetical designation (100-000U). The payroll numbers and alphabetical codes are:

Payroll Numbers:

Administrative Support Division	100-000
General Services Division	100-100
Human Resources Division	100-200
Equal Opportunity Division	100-300
Service Delivery Division	100-400
Office of Collective Bargaining	100-500
Investment & Governance Division	100-600
Office of Information Technology	100-600

Designation Codes:

New position	N
Update PD	U
Re-number position	X
Reclassification	R

If more than one designation code applies, more than one letter may be used (e.g., renumber and update would be 100-000XU). For

reclassification, the update would not be used as it is assumed that an update took place.

viii. Additional statements appearing at the bottom of the duty column on the last page include as applicable:

- Must submit to and pass personal background check
- Works as essential employee (may be combined with other statements)
- Position is overtime exempt (may be combined with other statements)
- Position is in unclassified service per Section 124.11(A)(9) of Ohio Revised Code (general unclassified positions)
- Position is in unclassified service per Section 124.11(A)(12) of Ohio Revised Code (college interns and student help)
- Position is in unclassified service per Section 142.11(A)(29) of Ohio Revised Code (interim, intermittent and temporary positions)

3. Job Opportunity Posting (JOP)

The JOP details information of interest to candidates such as salary, hours of work, job duties, minimum qualifications and position specific qualifications. An electronic copy of the JOP will be e-mailed to the Account Executive and a hard copy submitted with other forms. Electronic forms are available from OES.

4. Personnel Action (PA)

When action is requested that appoints a new employee or requests changes to a filled position that affects information in the payroll system (e.g., change PN, change name, appointments, changes or terminations) a Personnel Action must be submitted. If the action also affects the position description, the PA and PD may be submitted under one PAR. See Personnel Action Manual at <http://www.das.ohio.gov/hrd/pdf/PersActionManual.pdf>, for procedures.

5. Proficiency Instruments and Interview Questions

Proficiency assessments and interview questions (see Sections E and F of this document) will be submitted with the posting request documents. OES will release applications to the division after proficiency assessments and interview questions are approved.

C. PROCESSING REQUESTS

1. When the Personnel Authorization Request (PAR) Form and related request documents (e.g., Position Description, Personnel Action, JOP) are received at OES, they will be date stamped, logged & reviewed by the Account Executive. The PAR & request documents are sent to the Office of Finance (FIN) for approval if the action affects the department Fundable Table of Organization (e.g., new position, posting current position, excess staffing, PN change). If there is no fiscal impact (e.g., supervisor or direct report change), the request documents are sent to the HR Administrator for signature.
2. Upon final approval, the position will be posted. Notification of posting goes to division HRCs and the hiring manager.

D. JOB ANALYSIS

Job analysis provides an accurate and valid description of the duties, knowledge, skills & abilities (KSAs) needed to perform the job. It also ensures that the position description complies with the classification specifications, and validates written & oral assessments (e.g., written assessments, structured interviews).

1. Job Analysis for Position Specific Minimum Qualifications

- a. Job analysis using the WRIPAC method will be conducted on all positions requesting Position Specific Minimum Qualifications. The position description and proposed PSMQs will be sent to OES for review before making a formal request for action on the position. An explanation or justification for adding PSMQs to the position and the names of the subject matter experts will be sent along with the PD and PSMQs. OES may schedule a meeting with the hiring manager &/or employee to discuss the requested PSMQs and how they fit into the duties and KSAs of the position description. When the position description language and PSMQs are finalized, the WRIPAC documents will be created.
- b. The WRIPAC job analysis requires three subject matter experts (SMEs). These SMEs may include the hiring manager, the employee in the position being rated, an expert from the same or another work unit, a bargaining unit employee in the same or higher pay range, &/or someone from another agency or private business who has extensive knowledge of the job requirements. An SME who intends to apply for the position may not participate in the job analysis. The SMEs assign ratings for the importance of each task, the importance of each KSA, and the relationship between the two. For HRD to approve the PSMQs, they must be supported by the job analysis.
- c. When the rating documents are completed, the Account Executive will prepare documentation for review by the Human Resources Division's (HRD's) Classification and Compensation Unit. Once HRD approves the PSMQs, the approved PD with PSMQs will be returned to the HRC for processing.
- d. Once OES approves the position description with PSMQs, they remain in effect until a change in duties occurs. The job analysis applies for two years from the date of HRD's approval.
- e. If a new position is created with identical duties, KSAs and PSMQs of a previously approved position, OES will send a letter to HRD requesting approval to add the PSMQs to the new position and use the previous job analysis (i.e., providing it is still applicable) as documentation.
- f. Minor changes to duties or KSAs not related to the PSMQs may be made in the position description with the approval of OES.

2. Job Analysis for QEE positions

The QEE method of evaluation is used to determine ranking of bargaining unit candidates for positions in pay ranges 8-12 and 28 or higher (QEE positions). Interview question development and values are determined by job analysis that looks at how relevant the knowledge, skills and abilities (KSAs) are to the duties they support. A test plan is developed from the job analysis and provides weighted scores for each KSA. Interview questions are developed and scored based on the Test Plan. After the interview questions are scored (i.e., Qualifications), a score for Education and a score for Experience are added to the interview score and calculated by a predetermined formula to arrive at a final weighted score. Candidates are then ranked by weighted score and selected based either on seniority, if it applies, or most qualified.

- a. A job analysis (i.e., methodology designed and developed by HRD) will be conducted on all bargaining unit QEE positions at the time a posting is requested.
 - b. The Account Executive will review the duties and KSAs, prepare the job analysis documents, and make arrangements for a meeting with the subject matter experts (SMEs) before the position description is signed. Three SMEs are needed for a QEE job analysis. SMEs may be the same as those for PSMQs above. SMEs assign ratings to the KSAs in order of importance to each duty. The ratings are then averaged for each KSA, and weighted scores are assigned to each KSA.
 - c. When the rating documents are completed, the Account Executive will prepare a Test Plan that identifies the most important KSAs and their weighted values.
 - d. The job analysis is applicable for two years. If a job analysis has been conducted within the last 2 years, a new job analysis is not needed unless there have been changes in the KSAs of the position.
3. Job analysis may be performed on any position upon request of the hiring manager or if OES deems job analysis to be necessary.

E. PROFICIENCY ASSESSMENTS

1. A proficiency assessment is composed of questions (e.g., multiple choice, work samples, computerized or oral assessments) relevant to the minimum qualifications (MQs), position specific minimum qualifications (PSMQs) or duties of the position & with definitive answers and values, which the applicant completes in a pre-determined time frame. All proficiency assessments shall be submitted with the PD action request documents and approved by an OES Account Executive before applications are released to the division. Once a proficiency assessment has been approved by OES and applications released to the division, the assessment may not be changed during that recruitment period.
 - a. The purpose of assessment is to evaluate proficiency in the MQs of the classification specification, the PSMQs and/or duties and related KSAs of the position description.
 - b. Proficiency questions must relate to the MQs, PSMQs and/or duties and related KSAs of the position.
 - c. Proficiency questions and scoring values of proficiencies for QEE positions will be related to the Test Plan and may not exceed 100 points.
 - d. All proficiency assessments are pass/fail and the results of a specific proficiency shall remain in effect for six months. If an applicant fails a proficiency assessment he or she will not be permitted to retake the assessment within that time period. All candidates who pass a proficiency assessment will be interviewed.
 - e. If a proficiency assessment is modified, all eligible candidates may take the modified assessment even if they are still within the six month period from the previous assessment.
 - f. All proficiency documents and results must be reviewed by the OES Account Executive before an offer is finalized.
 - g. Candidates may schedule an appointment to view their assessment in the Office of Employee Services up to 10 working days after the assessment documents are received in OES. Assessments may not be removed from the office nor may copies or notes be taken.

F. DEVELOPMENT OF INTERVIEW QUESTIONS

1. Interview questions must relate to the MQs, PSMQs and/or duties and related KSAs of the position and shall be submitted with the PD action request documents for approval by OES before applications are released to the division.
2. Interview questions will have acceptable answers indicated and values assigned, not to exceed 100 points. The Interview Questions will contain the job code title and PN and spaces for date of interview, name of interviewer, and name of candidate on the first page. A space for final score may also be included.
3. Interview Questions and scoring values for QEE positions will be related to the Test Plan and may not exceed 100 percent.

G. POSTING POSITIONS

Upon final approval of the request to post by the OES HRA, the position will be posted for 10 days; however, the hiring manager may request a longer posting period. Any request for a posting period exceeding 30 days or "until filled" must have prior approval of the HRA.

1. The Account Executive will review & edit postings as needed.
2. The Account Executive will contact the Certification Unit to determine if recall or reinstatement/re-employment lists exist for the position. If such lists exist, the position will not be posted and the list will be officially requested and processed in accordance with the Ohio Revised Code and applicable collective bargaining contracts.
3. Posting requests for bargaining unit classifications that have certification lists will be posted as "Internal Only." An email with basic information & the URL address of the posting's state web page (OLEAP) will be sent to all employees. The OLEAP posting will be visible to employees who may apply online, but will not be visible to the general public. The HRC will ensure that all employees without e-mail accounts have an opportunity to view the internal postings.
4. Other positions may be posted as "Internal Only" after discussion with the manager and OES HRA.
5. Only permanent employees may apply for Internal Only postings. Intermittent, interim, college interns and temporary employees are not permanent.
6. All other classified posting requests will be posted to OLEAP. Positions may also be posted to online job boards at the same time. Funding online postings and newspaper advertisements is the responsibility of the hiring division with appropriate approvals.

H. APPLICATION REVIEW

Prior to applications being forwarded to the division HRC or hiring manager for review, the structured interview questions, and/or proficiency assessment must be approved by an OES Account Executive. OES may take up to three days to download, log, sort & review applications before sending to the division.

1. The Account Executive may assess qualifications or forward the applications to the HRC for assessment. Applications will be assessed according to applicable union contracts and/or Civil Service laws.
2. Employees serving either an initial or promotional probationary period shall not be considered for job vacancies. (OAC 123:1-23-03, OCSEA Article 17.04 and SEIU/District 1199 Article 30.02).
3. An employee shall be permitted to bid on a job vacancy while receiving disability leave benefits, but shall not be eligible to fill the vacancy unless the date for the employee's return to duty is prior to or coincides with the date the job is to be filled. (OCSEA Article 17.04)
4. Applications from collective bargaining employees are reviewed through a series of steps outlined in the appropriate contract (OCSEA Article 17, SEIU/District 1199, Article 30).
5. Minimum and Position Specific Minimum Qualifications:
 - a. If Position Specific Minimum Qualifications (PSMQs) are indicated on the vacancy posting, candidates must clearly indicate on applications/resumes how they meet both the minimum qualifications and the position specific minimum qualifications in order to be considered for the position.
 - b. All applications, including relevant supplements and addenda, must be received in OES or postmarked by the posting deadline.
 - c. PSMQs are not subject to equivalents.

I. CONDUCTING STRUCTURED INTERVIEWS

The structured interview is a tool used in conjunction with, or in lieu of, a written assessment with questions relevant to the duties and KSAs of the position.

1. All interviews for bargaining unit positions will be "structured" with all candidates being asked the same questions, with the exception of those meeting the criteria covered under "Meet and Greet Guidelines" (section 6a below).
2. Interviews for exempt positions will also use the structured interview process; however additional questions to clarify a candidate's response may be asked. No other additional questions may be asked.
3. Writing exercises, presentations, in-box exercises, etc., may be used as part of the structured interview process.
4. Only questions approved by the OES Account Executive will be used in the structured interview process.
5. All interviews will document applicant responses.
6. All responses and interview notes will be returned to OES.
7. Meet and Greet Guidelines:
 - a. A "meet and greet" is an informal meeting between the employee and new manager to discuss essential information (e.g., hours of work, scheduling, job duties, attendance expectations, work rules).
 - b. Meet and greet interviews are appropriate when the selection is seniority based.

J. SCHEDULING INTERVIEWS

1. The Account Executive, HRC, &/or hiring manager schedule a mutually agreeable date, time, and location for interviews.
2. All full-time and part-time permanent DAS employees who meet the minimum qualifications, and PSMQs where applicable, shall be interviewed (i.e., bargaining unit and exempt positions).
3. The Account Executive, HRC or other designated representative will contact candidates to notify candidates of date, time and place for interview.
4. At least one Human Resources professional (e.g., HRC) and two exempt employees (i.e., usually the hiring manager and one other with knowledge of the position) will participate in all interviews for bargaining unit positions; however, additional interviewers may be included.
5. Bargaining unit employees may participate in an interview panel as observers only with prior approval from the OES HRA.
6. For exempt position interviews, participation by a human resources professional is optional.

K. CONDUCTING INTERVIEWS

1. An interviewer or the HRC will begin interviews with an overview of the unit's responsibilities and the position description of the position. The structured interview process also needs to be explained to the applicant.
2. A copy of the position description and posting may be given to the applicant for review.
3. Each applicant will be asked the same questions in the same manner (i.e., except for "Meet and Greet"). Interviewers do not provide any information other than the question being asked. The questions are not explained to the applicant, nor are responses coaxed. The questions may be repeated, however.
4. For exempt positions, each applicant will be asked the same questions in the same manner; however, the interviewer may ask for additional information to clarify a response.
5. For unclassified positions where the position is posted and a recruitment search is activated, all candidates will be asked the same questions; however, more of a dialog with candidates is permitted.
6. Post-interview discussions among the interview team should take place to discuss the applicant's responses, compare notes, complete scoring, review strengths and weaknesses, and to ensure a complete document package is provided to OES for record-keeping purposes.
7. Second interviews may be conducted as mutually agreed upon by the hiring manager and the recruiter for candidates within 10 points of the top scoring candidate.
8. Second interview questions should be designed to determine best fit and are also forwarded to OES. The second interview may be more open than the structured interview with more communication between interviewer and candidate.

L. SELECTING CANDIDATES FOR QEE POSITIONS

All selections of bargaining unit employees will be made according to the current relevant contract for that position. Any discrepancies between this policy and the current relevant contract will be resolved by following the appropriate contract. Candidates for OCSEA positions in pay range 8-12 and 28 and above will be rated based on scores for Qualifications (i.e., the interview), Experience, and Education.

1. For QEE positions all candidates selected for consideration (internal and external) will be interviewed, rated on education and experience, and given a weighted score determined by scores on all three sections of QEE.
2. If all scores are relatively close and the candidates are deemed substantially equal, (i.e., within 10 points of each other) then state seniority shall be the determining factor.
3. If any candidate is not substantially equal (i.e., weighted score of 10 points or more above the rest), then the top scoring candidate shall be selected.
4. If more than one candidate scores 10 points or more above the rest, number 3 above shall be applied to the higher scoring group and state seniority shall be the determining factor.
5. State seniority is the total of OCSEA bargaining unit seniority credits accrued since employee's last date of hire.
6. If seniority is not a factor, the top candidate or a candidate scoring within 10 points of the top score may be selected.
7. OES will retain the structured interview responses, notes and scoring sheets.

M. SELECTING CANDIDATES FOR OTHER POSITIONS

1. For positions in classifications which are assigned to pay range 27 or lower (except 8-12), the job shall generally be awarded to the qualified DAS OCSEA employee with the most state seniority.
2. If there are no eligible or qualified DAS OCSEA employees, OES will next consider candidates from the certification eligible list, if applicable.
3. For exempt positions, a candidate who scores 10 points or more above the rest may be selected. If more than one candidate is within 10 points of the top candidate's score, then the most qualified candidate may be selected.

N. FILLING POSITIONS

The hiring manager notifies the HRC or Account Executive, in writing, of the candidate desired for selection. The HRC notifies OES of the selection and returns the interview packet/application folder (e.g., applications, structured interview responses, Personnel Action) to the AE.

NOTE: A new employee will begin work after all required employment paperwork (e.g., background checks, drug testing results, pre-hire paperwork, and Governor's Office approval) has been completed.

1. Request for Advanced Step Hire
 - Advanced step may be granted when an employee has qualifications that are beyond the minimum qualifications required and considered exceptional or when there is a serious labor market shortage in the job code title being filled which makes it extremely difficult to recruit employees at the minimum rate for the job code title. [ORC 124.15(E); see http://das.ohio.gov/Directives/direct_03-04/04-05.pdf , DAS Directive 04-05]
 - a. An Advanced Step Request form is completed at the division level and signed by the hiring manager &/or the Deputy Director. The Advanced Step Request form must include the following:
 - Name of the person to be hired
 - PN and Job Code Title
 - Step of the pay range requested
 - Summary of the applicants prior experience with specific reference to any prior state service
 - Brief explanation of the reason for the request
 - b. Submit the signed form and any backup material (e.g., application/resume, position description) to OES for approval.
2. The Account Executive, OES staff or division staff will
 - a. conduct reference checks;
 - b. verify previous employment history;
 - c. verify all educational degrees/certifications with any colleges/universities that are applicable;
3. The Account Executive or OES staff will
 - a. notify division HRC or hiring manager of approval/disapproval of advance step request;
 - b. notify selected candidate of their selection and coordinate an effective date;
 - c. complete pre-hire information and paperwork;
 - d. process Personnel Action.

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4. If either the reference inquiry or the degree verification results are unsatisfactory, the Account Executive, HRC/hiring manager will discuss alternatives.
5. All new employees assigned to the State of Ohio Computer Center who do not already have building identification badges must undergo and pass a background check conducted by the Ohio State University Campus Police Office.
6. All new employees working for MARCS and having access to the LEADS database system must undergo and pass a background check conducted by the Ohio State Highway Patrol.
7. Background checks for other employees will be considered at the request of the hiring manager.
8. All candidates interviewed for a position but not selected, receive a letter of notification from OES or the division HRC. DAS employees are also notified with a phone call.

O. TRANSFERS TO AND FROM OTHER AGENCIES

The Account Executive will coordinate the effective date between the candidate and manager/HRC after all documents are approved.

1. Transfers from Other Agencies to DAS

- a. The Account Executive will send a letter/email to the appropriate state agency Human Resources Office requesting the transfer PA.
- b. Upon receipt, the PA will be processed by the Account Executive.

2. Transfers to Other Agencies from DAS

- a. OES will process requests from other agencies for transfer of DAS employees.
- b. Bargaining unit employees transferring to other agencies from DAS may not return to their positions at DAS if they fail to succeed during the probationary period at the new agency [OCSEA 6.01(D)].

P. EFFECTIVE DATE

The Account Executive will contact the hiring division to confirm the actual effective date when all pre-hire documents and PA are completed; and will make an official offer to the selected applicant.

1. Whenever possible, effective dates for employees outside of state government will be the beginning of a pay period. Exceptions will be approved by the OES HRA.
2. For all other actions (e.g., promotions, demotions, laterals, transfers from/to other agencies), effective dates will be no earlier than the beginning of the same pay period in which the PA is stamped in and/or received in OES.
3. OES sends the selected applicant a confirmation letter prior to the effective date with the following information:
 - a. start date, job code title, salary and reporting information
 - b. date of new employee orientation
4. If confirmation letter cannot be sent prior to date of hire, the employee will receive his/her letter when he/she reports to work. It is the responsibility of the Account Executive to notify the employee of the next scheduled orientation.
5. New employees in the classified service will begin work after all pre-hire paperwork has been completed (e.g., background checks).

III. PROCEDURE FOR UNCLASSIFIED HIRING

Employees in the unclassified service serve at the pleasure of the Director of the Department of Administrative Services per Ohio Administrative Code 124.11(A). Positions in the unclassified service do not require posting or an active recruitment process.

1. New Unclassified Positions

- a. To create a new position, a PAR and Position Description must be submitted to OES for approval prior to filling or recruiting for an unclassified position.
- b. Unclassified positions do not require posting; however, if posting is desired, a JOP must be submitted to OES along with the PAR and Position Description.
- c. If recruiting through newspaper advertisements or web recruitment without a posting to OLEAP, and applications will be coming through OES, a copy of the advertisement must be sent to OES.

2. Filling Unclassified Positions

- a. Interview questions must comply with Federal and state employment laws and standards. A copy of the questions shall be submitted to OES.
- b. All interested, qualified, DAS full-time employees will be granted an interview if a formal recruitment search is launched.
- c. The hiring manager notifies the recruiter, in writing, of the candidate desired for selection and returns all applications, resumes, & interview materials to OES.
- d. All unclassified candidates for Schedule E1 positions must meet minimum qualifications of the classification.
- e. A PAR and PA must be submitted to OES.
- f. OES will make the final offer & arrange for pre-hire paperwork (e.g., background checks, drug testing, Governor's Office approval, documentation). A drug test and background check is required for all permanent unclassified positions (college interns, intermittent, interim and temporary positions are not permanent).
- g. A new employee will begin work after all required pre-hire paperwork has been completed.

IV. REVISION HISTORY

Date	Description of Change
2/1/05	Original Draft
7/11/05	Final Approved Procedure
10/24/05	Revision to Section II-H-5-b
1/5/07	Revisions for OAKS application