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PURPOSE To define and discuss the State's selection process for hiring and promoting employees in the civil service.

AUTHORITY **Constitution of the State of California, Article VII, Section 1 (b)**
In the civil service permanent appointment and promotion shall be made under a general system based on merit ascertained by competitive examination.

Government Code Sections

| | | |
|---------|-------|-------|
| 18500 | 18931 | 18950 |
| 18701 | 18933 | 19050 |
| 18900 | 18934 | 19170 |
| 18930 | 18935 | 19171 |
| 18930.5 | 18939 | |

California Code of Regulations, Title 2

| | |
|-------|-----|
| 171 | 213 |
| 172 | 232 |
| 172.4 | 322 |
| 174 | |

Age Discrimination in Employment Act

Americans with Disabilities Act

California Fair Employment and Housing Act

Civil Rights Act of 1964, Title VII

Civil Rights Act of 1991

Uniform Guidelines on Employee Selection Procedures
(29 CFR 1607)

POLICY SUMMARY The California civil service selection system is a merit-based system. The basic tenant of the State's merit system requires that individuals hired into and promoted within the civil service be selected on the basis of their job-related qualifications and that such selection decisions be free of illegal discrimination and political patronage.

POLICY SUMMARY
continued...

The State Personnel Board oversees the State's selection system and enforces the civil service laws to ensure compliance with the merit principle. The State's selection system is a decentralized system which provides for individual State departments and agencies, under the authority and oversight of the State Personnel Board, to conduct selection processes and make hiring decisions in the civil service.

A selection process used for hiring and promoting employees in the civil service shall be designed to assess the knowledge, skills, abilities, and other characteristics required for successful performance in the job classification for which the selection process is conducted. The civil service selection process includes a number of stages:

- recruitment,
- assessing (or measuring) candidate qualifications,
- selection of the candidate to be appointed (that is, hired or promoted), and
- the employee's successful completion of any required probationary period.

Through the use of a sound, job-related selection process, the State can identify and select individuals based upon their job-related qualifications to perform successfully in a given job. The increased effectiveness and productivity of a qualified workforce, selected on the basis of fair, objective, job-related criteria, make it advantageous to the State to conduct selection processes that are merit-based and job-related.

The success of the State's civil service selection process depends on a number of factors, including departmental commitment to the merit principle, the expertise of departmental examination staff conducting and overseeing departmental examination activities, the quality and soundness of the assessment components used to measure candidate qualifications, and the guidance and oversight provided to departments and agencies by the State Personnel Board.

**STAGES IN THE
SELECTION
PROCESS**

Selection processes conducted for initially hiring employees into the civil service and promoting existing employees shall be job-related processes designed to assess each candidate's qualifications to successfully perform in the specified job classification, resulting in a comparison of candidate job-related qualifications. The typical stages of the selection process for hiring and promoting employees in the civil service include the following:

Recruitment

Whether the selection process is conducted for purposes of creating an eligible list from which appointments may subsequently be made or to fill a specific vacant position in the civil service, recruitment of qualified applicants and candidates is critical to the success of the State's selection system. The planning of recruitment activities for examination processes conducted to establish eligible lists should take into account the following factors:

- whether the examination process is being conducted on an open and/or promotional basis
- the anticipated number of applicants
- the availability of qualified applicants in the labor market and in State service
- the accessibility of the examination opportunity to interested applicants
- the anticipated hiring needs of the department
- the job-related qualifications required of applicants

Assessing Candidate Qualifications

The assessment of candidate qualifications typically happens in two phases. The first phase encompasses the formal examination process and establishment of the eligible list. The second phase involves those activities associated with the hiring process, such as the supervisor-conducted hiring interview, as well as medical and/or psychological evaluations, drug testing, and background or reference checks, as and when appropriate. It is based upon these phases of assessment that the appointment decision

**STAGES IN THE
SELECTION
PROCESS
continued...**

ultimately is made.

A number of selection procedures may be utilized to assess a candidate's job-related qualifications. The selection procedures can be administered as part of the formal examination process to establish an eligible list or as part of the hiring process. The selection procedures may include the use of written examinations, structured interviews, performance tests, evaluations of education and experience, hiring interviews, reference checks, background interviews, psychological screening, medical examinations, drug testing, a review of one's work history and personnel file, as well as any other procedure designed to assess candidate job-related qualifications. Selection procedures used to assess candidate qualifications shall be job-related, developed based upon the knowledge, skills, abilities, and other characteristics required for successful performance in the job classification for which the selection procedures are conducted.

Appointment (Hiring and Promotion)

This stage of the selection process results in the hiring authority selecting the individual best-suited to fill the vacant position. This stage of the selection process is typically conducted by the hiring supervisor, although in some instances, the hiring supervisor may seek assistance from human resources or examination unit staff.

Probationary Period

An employee shall attain permanent status in his/her civil service appointment only following successful completion of a specified time-limited probationary period, if completion of a probationary period is required. Completion of a probationary period is required when an appointment is made under any one of the following circumstances:

- when an employee is appointed (that is, either hired or promoted) in the civil service by permanent appointment from an eligible list
- when an employee is reinstated to the civil service after a break in continuity of service resulting from a permanent separation

**STAGES IN THE
SELECTION
PROCESS
continued...**

- when an employee is appointed in the civil service by any other type of appointment that is not specifically excepted from the probationary period requirement by statute or State Personnel Board rule

Assessment of employee performance during the probationary period shall be made on the basis of the employee's demonstrated job performance.

Attachment A illustrates the typical process of filling a vacant position in the State's civil service. *Attachment B* provides an overview of the steps involved in conducting a civil service examination process to establish an eligible list.

**STATE PERSONNEL
BOARD OVERSIGHT
AND GUIDANCE**

The State Personnel Board is charged with ensuring that the State's selection system adheres to the merit principle and that selection decisions in the civil service are based on fair, job-related selection processes. The State Personnel Board has a constitutional mandate to promulgate rules and regulations which establish standards and guidelines for the State's civil service selection process. In addition to promulgating rules, the State Personnel Board offers oversight and guidance of departmental selection activities through a host of resources and services. State Personnel Board staff are available to provide expert consultative support on a variety of selection-related topics, as well as offering a multitude of products and resources designed to assist departments and agencies in conducting selection processes and making hiring decisions.

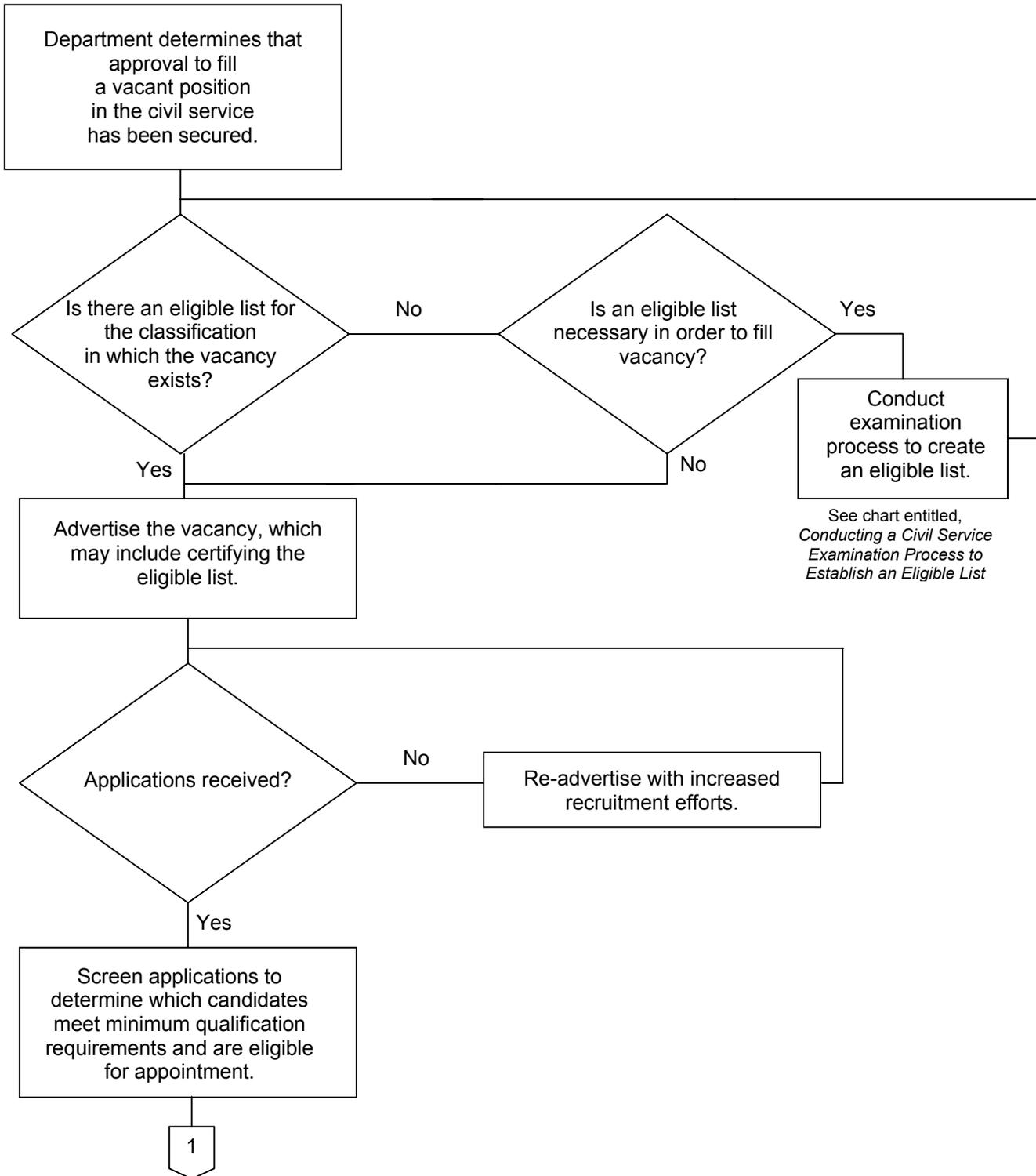
Departments and agencies that fail to adhere to the State's civil service laws and/or violate the merit principle are subject to actions by the State Personnel Board which may include, but are not limited to, one or more of the following actions:

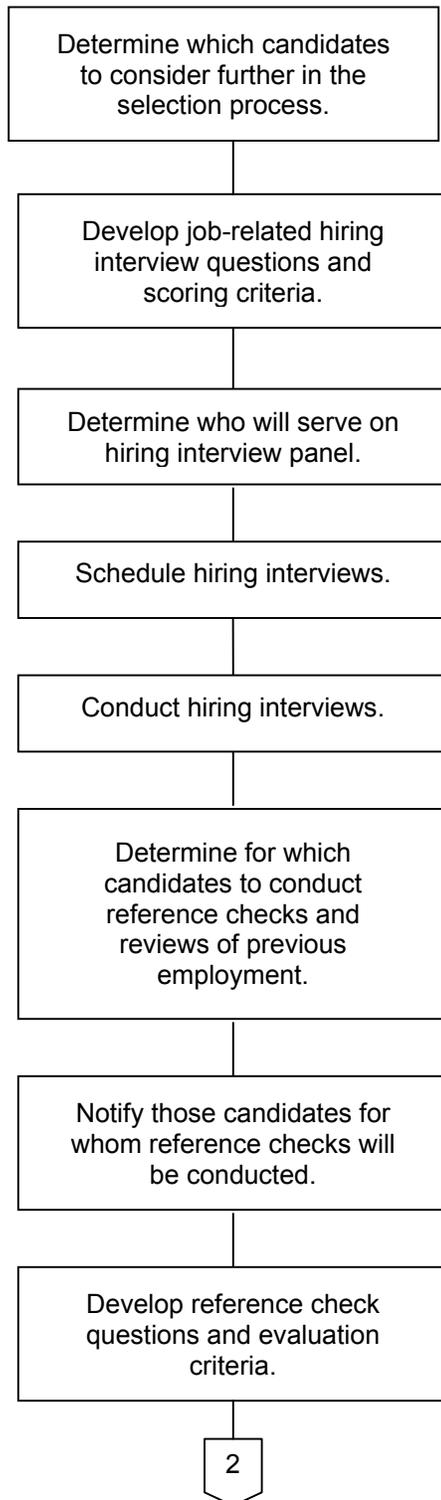
- Withdrawal of a department's testing delegation, removing the department's authority to design, announce, and/or administer examination processes for the establishment of eligible lists

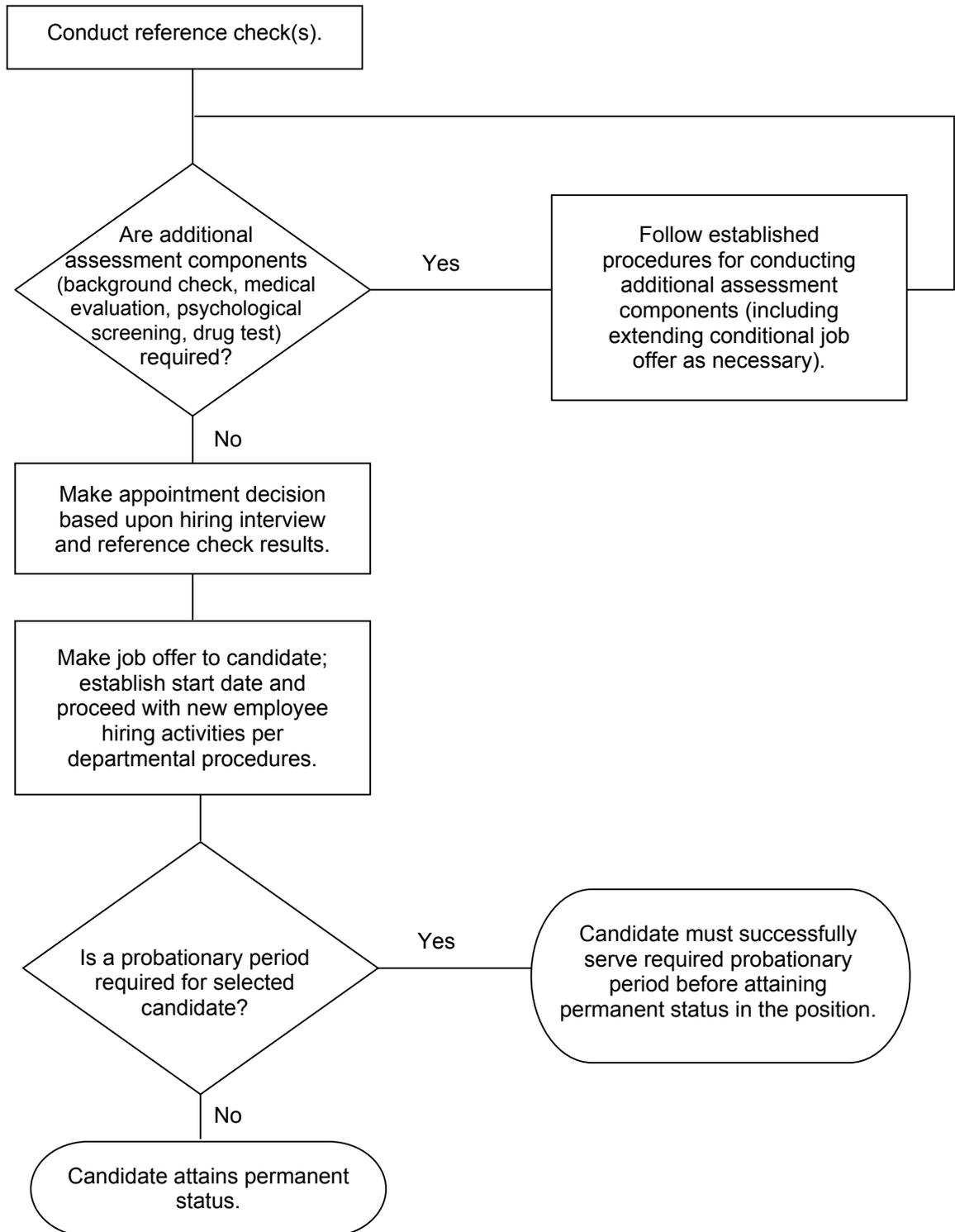
**STATE PERSONNEL
BOARD OVERSIGHT
AND GUIDANCE
continued...**

- A requirement that State Personnel Board staff approve all departmental examination processes prior to announcement and/or administration
- Mandated formal quality assurance audits of departmental testing practices and selection processes by State Personnel Board staff
- A requirement that any examination process, or part thereof, which has been designed or conducted improperly and/or which results in the assessment of non-job-related criteria be corrected or nullified to remedy the situation.
- The voiding of any eligible list established on the basis of non-meritorious, non-job-related criteria
- The voiding of any appointment to the civil service which is not made and/or accepted on the basis of good faith, as defined by State Personnel Board regulation

ATTACHMENT A: Typical Steps in the State's Civil Service Selection Process







ATTACHMENT B: Conducting a Civil Service Examination Process

