RECRUITMENT

Hiring a new employee into an existing position

Review the established Position Description Form (PDF) to ensure it is up to date and is an accurate reflection of the duties and actual work that will be performed, making sure the essential functions of the position are clearly stated and underlined.

Email a completed Recruitment Request Form and the PDF to your assigned Human Resource Business Partner.

Establishing a new position for recruitment

Write the position description on the appropriate PDF. If the new position is an exempt position, it may need to go to the State HR Director's Office for the quarterly Director's meeting. If the new position is a classified general service position, agencies should work with their assigned HR Consultant to determine the proper allocation determination.

Once the allocation has been approved, email a completed Recruitment Request Form and the PDF to your assigned Human Resource Business Partner.

Recruitment Process

Once your recruitment request has been received, a DES recruiter will work with you to create a recruitment plan *(optional)* and a position posting, which may include a scored supplemental questionnaire. DES uses an online recruitment system called NEOGOV to post all positions. We can also help you to identify outreach and advertising resources you may want to consider when hiring for hard to fill or unique positions.

For classified positions, once your internal layoff list and the Statewide layoff list have been vetted and the posting has been released, the recruiter will work with you as outlined in the plan, for screening the applicants or sending to an identified subject matter expert (SME) for review. Once the qualified applicants have been determined, a referral will be created and notices will be sent to the hiring manager via NEOGOV.

Once you have selected those individuals you would like to interview for your position, let the recruiter know or send a copy of the interview schedule. After a job offer has been made and accepted, let the recruiter know to close the loop. DES Recruitment can send out notices to any additional applicants not interviewed and close the recruitment in NEOGOV.

Don't forget to visit the Small Agency HR Toolkit for additional tools and resources for screening applicants, conducting reference checks, and interview planning!

Contacts and Web Resources

Small Agency Toolkit
https://des.wa.gov/services/hr-finance-lean/small-agency-services/small-agency-hr/hr-toolkit

PERSONNEL/PAYROLL DATA SHEET (PPDS)

The [Personnel/Payroll Data Sheet (PPDS)] form should be used whenever you are hiring or changing the status of an employee. The PPDS forms covers everything from appointment and status changes to separations. Before filling a position with a new employee, or an existing employee, verify with budget that you have adequate funding. The completed PPDS or any questions related to filling out the form should be sent to Small Agency Assistance (SAA@des.wa.gov).

Below are definitions that may assist with completing a PPDS form.

Action Type Definitions

ACTION TYPE	DEFINITION
Appointment Change	Use this action to indicate a change to an employee's appointment within the agency or movement of an employee between different agencies without a break in service.
Change of Status	Use this action type when an employee's status in their position or state status changes.
Concurrent Employment	Use this action type when an employee works in more than one position at the same time, either: • in two different agencies; or • in the same agency, when one appointment is hourly and the other appointment is monthly.
Leave of Absence – Active	Use this action type when an employee is on a leave of absence for a significant amount of time and **will** use paid leave during the absence. State HR defines this as absences in excess of 15 days, OR for circumstances that require additional tracking outside the leave system – i.e. FMLA, Disciplinary, Military, etc.
Leave of Absence – Inactive	Use this action type when an employee is on a leave of absence for a significant amount of time and **will not** use any paid leave during the absence. State HR defines this as absences in excess of 15 days, OR for circumstances that require additional tracking outside the leave system – i.e. FMLA, Disciplinary, Military, etc.
New Hire	Use this action when an employee is hired into your agency and does not have an existing personnel number in HRMS.
Rehire	Use this action for an employee who is has previously worked for the State of Washington or has an existing personnel number in HRMS. The rehire action is used to indicate an employee has had a break in service.
Return from Leave of Absence	Use this action for an employee who is returning from an active or inactive leave of absence.
Separation	Use this action for an employee who is leaving Washington State service for voluntary or involuntary reasons.

Action Reason Definitions

ACTION REASON	DEFINITIONS
Adjust Hours Worked:	Use when an employee's assigned number of work hours or employment percentage changes.
Demotion:	Use when an employee moves from a position in one class to a position in a different class with a lower salary range maximum. Specify: <u>Disciplinary</u> if the demotion is for disciplinary reasons; <u>In Lieu of Layoff</u> for an employee who takes a demotion rather than being laid off; or <u>Voluntary</u> for a permanent employee taking a demotion.
Elevation:	Use for an **employer-initiated** action moving a permanent employee to a position in a higher class in which the employee previously held permanent status prior to a demotion, or a class in the same class series which is between the current class and the class from which the employee demoted.
Exempt:	Use to appoint an employee to a position not covered under state civil service law or any at-will employee who is serving at the pleasure of the appointing authority and not covered under a bargaining agreement or regulation.
Internship:	Use for the appointment of a student through the State Internship Program
In Training:	Specify: <u>Begin</u> to appoint an employee to a permanent position which has a documented training plan identifying steps for advancement to the goal class; <u>Level Complete</u> upon successful completion of a step in the training requirements; or <u>Series Complete</u> upon an employee's successful completion of all steps in the training requirements.
Layoff:	Specify: <u>Layoff List</u> when appointing an employee from the employer's internal or statewide layoff list; <u>Layoff Option Accepted</u> to appoint an employee whose position is schedule for layoff but they are offered and accept another position as a layoff option; or <u>Temp Reduction of Hours</u> when an employee voluntarily reduces their work hours in order to reduce layoffs or when the employer temporarily reduces work hours as an unanticipated loss of funding or other reasons as provided in rules and contracts.
Leave of Absence:	Use when an employee is on, or is returning from, a leave of absence (LOA) in excess of 15 days, OR for circumstances that require additional tracking (i.e. FMLA). Specify: FMLA, LWOP, Medical, or Other and specify the LOA type – Other selections include: Assault, Educational, Family Care Act, Family Leave Act of WA, Government Service, Home Assignment, Layoff-Temporary, Military, Parental, Suspension, Union Employment, Unauthorized, Volunteer Firefighting, Volunteer/Community Service, Worker's Compensation.
Non-Employee:	Use for actions related to individuals in HRMS that are excluded from statewide personnel headcounts.

ACTION REASON *continued*	DEFINITIONS *continued*
Non-Perm to Permanent:	Use when a non-permanent appointment is converted to a permanent appointment.
Permanent:	Use for the appointment of an employee with permanent status that is not required to serve a trial service or review period. Use with the Rehire action type to appoint an employee with permanent state status following a layoff who was NOT hired from the GGTP or a layoff list. Use with the Change of status action type for an employee who completes a review period.
Probationary:	Use for employees who are in the initial period of employment following appointment to, or reemployment in, classified service.
Project:	Use to appoint an employee to a classified position established for the purpose of a defined project for which the employer expects work to be of a time-limited nature with an expected end date or contingent on special funding.
Promotion:	Use to appoint an employee to a class with a higher salary range maximum that results in a salary increase.
Reallocation:	Use to appoint an employee when their position is assigned to a different class. Specify: Downward if the new class has a lower salary range maximum; or No Salary Change if the new class has the same salary range maximum; or Upward if the new class has a higher salary range maximum.
Reassignment:	Use for an *employer initiated* move of an employee from one position to another position in the same class.
Reduction in Pay – Disciplinary:	Use to reduce an employee's pay for disciplinary reasons.
Retiree:	Use to appoint an employee after their effective retirement date. To be considered a retiree, an individual must meet the age and service requirements for retirement, file an application for retirement with the Department of Retirement Systems, terminate employment and sever future contractual agreements with covered employers.
Review Period – Extend:	Use to extend an employee's review period. Specify: Probationary, Transitional Review, Trial Service, or WMS.
Season-Career:	Use for the appointment of an employee in a position that is cyclic in nature, recurs at approximately the same time each year, and lasts for a minimum of 5 months but less than 12 months in duration during any consecutive 12-month period.
Transfer:	Use for a *permanent employee initiated* move from one position to another position within or between employers with the same salary range maximum or same salary standard (WMS).
WMS:	Use to appoint an employee to the Washington Management Service (WMS) system that applies to classified managerial employees.

Contacts and Web Resources

Small Agency Toolkit

https://des.wa.gov/services/hr-finance-lean/small-agency-services/small-agency-hr/hr-toolkit

Small Agency Assistance Email

saa@des.wa.gov

PAYROLL CUTOFF

It is important to follow the deadlines for pay period cutoffs when turning in PPDS forms in order to insure there are no underpayments or overpayments for your employees.

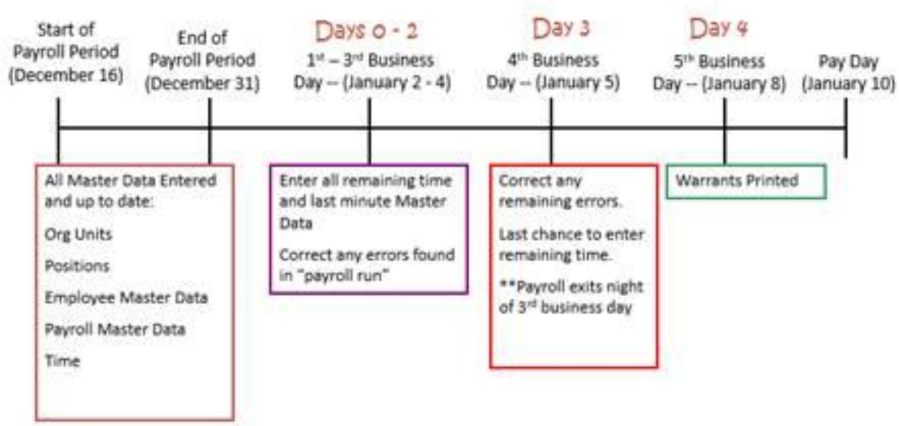
There are HRMS Payroll Calendars that can be printed from the WaTech website that show when payroll processing days and payroll cutoff is.

Curious what the days mean?

Processing payroll takes four days. A payroll simulation is ran overnight on Days 0, 1, and 2. Errors are posted and payroll reaches out to our team with corrections needed. An additional simulation is ran at noon on Day 3 in order to provide agencies with one more check before payroll begins processing. At request of WaTech, agencies are encouraged to input HR, payroll and time entries on a daily basis rather than wait until payroll processing days. **Day 3 should be reserved for corrections only.**

Final payroll processing begins after 6:00 p.m. on Day 3. HRMS is locked at that point to protect data as payroll runs.

Here is an example of what the schedule looks like:



What does this mean?

Action forms should be turned in **as soon as possible**. In order to make cutoff for a certain pay period, actions **must** be entered by the end of Day 3. If possible, Day 3 should be used for corrections only; however, if an emergent situation arises, we can enter actions on this day.

Contacts and Web Resources

HRMS Payroll Calendar
https://watech.wa.gov/payroll/hrms-payroll-calendar

Employee Questionnaire

This form is used to collect new or changing important personal information from employees. This information is used to establish new employee records in the Human Resource Management System (HRMS) and to collect workforce data for reporting purposes.

If an employee is new to the state or new to your agency, please have them complete the employee questionnaire. This form can be sent later than the PPDS.

Position Action Form (PAF)

This form is used to create a new position, reallocate a position, or to update any information related to a position. Updates to a position can include:

- Cost coding changes
- Duty station changes
- Change in eligibility of telework/flex work/compressed workweek
- Change to the overtime designation of a position
- Changing in the working title of a position
- Changing in the JVAC score of a WMS or Exempt position

Important: There are some cases when both a PPDS and a PAF are required. If a position is filled and a reallocation is occurring, this is reallocating both an employee and a position, so both a PPDS and PAF are required.

Employee Onboarding

Onboarding, also known as organizational socialization, refers to the mechanism through which new employees acquire the necessary knowledge, skills, and behaviors to become effective organizational members and insiders. Tactics used in this process include formal meetings, lectures, videos, printed materials, or computer-based orientations to introduce newcomers to their new jobs and organizations. Research has demonstrated that these socialization techniques lead to positive outcomes for new employees such as higher job satisfaction, better job performance, greater organizational commitment, and reduction in stress and intent to quit.

It is important to ensure a new employee is familiarized with their work duties/expectations and the work environment. This is critical to employee Onboarding.

A Performance Development Plan (PDP) must be given to new employees as soon as possible. The PDP contains expectations for the work year ahead, this is important to the success of the employee and the agency.

It is important to have the new employee read and acknowledge their review of all required policies and procedures. Additionally, there are required training classes for certain employees, in particular those employees in a managerial or supervisory role. A list of required classes is listed on the

Department of Enterprise Services training site. Some of these trainings are required by Executive Order and should be scheduled as soon as possible

Contacts and Web Resources

DES Statewide Training

- Website: https://des.wa.gov/services/training-and-development
- Phone: (360)664-1921
- E-mail: TrainingInfo@des.wa.gov

NEW HIRE PAPERWORK

Employees new to your agency should receive/complete the below documents (*if applicable to them*). If you need assistance finding these forms, contact your payroll analyst.

- Appointment Letter
- Employee Questionnaire
- Employment eligibility verification form: I-9 *(Keep at Agency)*
- Health Insurance Enrollment form
- Life Insurance Enrollment form *(send forms directly to MetLife)*
- Long-Term Disability Enrollment form
- Retirement Plan Choice forms
- Direct deposit form
- Federal Withholding Tax form (W-4)
- Retirement Status form
- PEBB Worksheet
- Emergency Contact Form *(Keep at Agency)*
- Children's Health Insurance Program (CHIP) Notice
- Notice of the Benefit Exchange
- Union Dues *(if applicable)*

Send the completed forms (*with the exception of the I-9 and emergency contact form*) to DES once you have received the forms from the employee.

Email to: DESPayroll@des.wa.gov
Fax to: (360) 586-0021, Attn: DES/Payroll Analyst Name
Mail to: DES/Attn: Payroll Analyst Name
PO Box 41405
Olympia, WA 98504

If your employee is eligible to participate in the benefits program, the below forms **must be received by the payroll office no later than the below due dates** in order to avoid being defaulted.

Form	Due to Payroll	Default Selection	Other Critical information
Medical Forms	**31 days** from hire date	Uniform Medical Plan and Uniform Dental Plan with coverage for employee only	
Long Term Disability	**31 days** from hire date	Basic Coverage only	If employee wish to enroll in optional coverage at a later date you will: • Need to go through the evidence of insurability process. • Lose the right to the guaranteed issue period as a new employee
Life Insurance	**31 days** from hire date	Basic Life Insurance coverage only ***NOTE: Enrollment form needs to be submitted directly to MetLife***	If you wish in the future to have supplemental coverage you will: • Need to go through the evidence of insurability process • Lose the right to the guaranteed issue amounts as a new employee
Retirement	**90 days** from hire date	PERS Plan 3, rate option A, program self-investment	Whether you choose your plan or are defaulted, it is **permanent.**
Optional Programs			
Flexible Spending Account	**31 days** from hire date	None	
Dependent Care Program	**31 days** from hire date	None	

Web Resources

Medical Enrollment
https://www.hca.wa.gov/public-employee-benefits/retirees/medical-plans-and-benefits
Long Term Disability
https://www.hca.wa.gov/public-employee-benefits/employees/long-term-disability-insurance
Life Insurance
https://www.hca.wa.gov/public-employee-benefits/employees/life-insurance
Retirement
http://www.drs.wa.gov/retirement-planning/newmember.htm
Deferred Compensation Program
http://www.drs.wa.gov/dcp/auto
Medical Flexible Spending Account
https://www.hca.wa.gov/public-employee-benefits/employees/medical-flexible-spending-arrangement-fsa
Dependent Care Assistance Program
https://www.hca.wa.gov/public-employee-benefits/employees/dependent-care-assistance-program-dcap

PERSONNEL FILES

An employer must maintain an official file of each employee showing a record of employment. It should follow the employee through his/her tenure of state employment. Nothing regarding the employee's performance or discipline can be placed in the personnel file without the employee's knowledge.

All state agencies are required to organize any new personnel files according to the Standard Personnel File Sections. Agencies with collective bargaining agreements (CBAs) that require a different organization of personnel files are expected to comply with the Standard Personnel File Sections to the fullest extent possible.

Standard Personnel File Sections

Section Names	Section Descriptions	Example Document Types
Personnel Actions	Personnel actions documentation including requests for actions, documentation of completed actions , and notifications to employees	alternate work schedule agreements; date computations; leave of absence requests/approvals; location code change; name/address change documentation; appointment letters; personnel action requests (PARs); personnel transactions (P2s);print screens of completed actions; salary request approvals including appointment above the minimum approvals; WMS salary progression documentation
Employment Information	Documentation that employee met requirements for state appointments	applications; DD214s; licenses and certifications; promotional examination rating notices; resumes; transcripts; verification of education
Training / Policy	Policy acknowledgments, training records, and onboarding checklists	confidentiality agreements; contact with offenders agreement forms; developmental assignment agreements; employee safety checklists; new hire checklists; outside employment forms; policy review acknowledgments; training attendance rosters; training profiles/histories; use of private vehicle agreements
Performance	Performance expectations and performance evaluations, development plans, just cause/disciplinary documents, recognition documents	awards; commendations/kudos; disciplinary letters and memos including: demotions, dismissals, reductions-in-pay, suspensions, and written reprimands; performance expectations and evaluations including: Employee Development and Performance Plans (EDPPs), Manager Development and Performance Plans (MDPPs), and Performance and Development Plans (PDPs); recognition documents
Miscellaneous	Personnel file access documentation; miscellaneous documents that don't fit into the other tabs	authorizations for file access; authorizations to release information; Electronic Personnel File Receipt Verification; Employee Personnel Records Transmittals; file access logs; file release forms; miscellaneous memos and unique documents from current & prior agencies that don't fit into other tabs; personnel file audit forms; requests for copies

Documentation that SHOULD NOT be in a personnel file

There are certain documents that should not be found in an employee personnel file. See below for guidance on where these types of documentation should be found.

Documentation	Where should this information be stored?
Affirmative action information	Separate affirmative action files
Annual leave, sick leave and personal holiday information	Attendance files are maintained by the employee's attendance keeper
Benefits, retirement, direct deposit form, unemployment insurance and insurance forms	Department of Enterprise Services (DES) Small Agency Client Services (SACS) or separate payroll file
Coaching documents	Supervisory files maintained by immediate supervisor. Note: Coaching documents may eventually be included in a personnel file if such documents lead to corrective or disciplinary action
Emergency contact information	Separate emergency contact file
I-9 forms	Separate I-9 file
Medical verification of a condition, LNI, reasonable accommodation, or shared leave activity	Separate confidential medical file

Employee Personnel Records Transmittal

When an employee accepts an appointment with a different employer, the most recent former employer must provide employee information to the new employer. When an employee transfers out of your agency, send a completed Employee Personnel Records Transmittal along with the personnel file to their new state agency. It is recommended that you keep a copy of the transmittal form for your agency's records.

SUPERVISOR FILE

The supervisory file is a twelve-month working file maintained by the supervisor. The only items placed in the supervisory file are documents relevant to the performance of the employee during their twelve-month evaluation period. Once the annual PDP has been completed, the documents in the file should be destroyed and a new twelve-month file begins. The only time you would retain information beyond the 12 month time period is if there are current performance issues being addressed. If you have any questions about this, please consult your assigned Human Resource Business Partner.

What should NOT be kept in the supervisory file?

- Medical information or accident reports
- Criminal History information
- Copies of social security cards
- Direct deposit information
- Information regarding immigration status (copies of green cards or immigration papers)

Medical File

All paperwork that has any type of medical information on it, including FMLA paperwork and emergency contact information card/paperwork should be kept in a separate medical file.

Performance planning and Evaluation

For employees to succeed, they need to both know what success looks like, and receive regular coaching and feedback on their progress. The Performance and Development Plan (PDP) is a tool for facilitating communication between a supervisor and an employee about:

- The linkage between the employee's expected results and the organization's goals and performance measures.
- The employee's standards and expectations.
- The organization's commitments for training and development.
- The employee's progress, accomplishments, and needs for growth.

The PDP is designed to facilitate both performance planning and feedback for a specific performance period. Each new employee should have a performance plan when he or she begins.

Statewide PDP forms are found on Office of Financial Management State HR website.

Contacts and Web Resources

Performance planning and evaluation
https://ofm.wa.gov/state-human-resources/workforce-data-planning/employee-performance-management/performance-planning-and-evaluation

Performance Management

Supervisors are responsible for managing their direct reports' performance. If performance concerns are identified, please reach out to your assigned Human Resource Business Partner to discuss options for next steps and appropriate documentation required.

Disciplinary action

If unsatisfactory performance persists and disciplinary action has been identified as the next step please reach out to your assigned Human Resource Business Partner to discuss options and appropriate next steps.

Contacts

If you have questions regarding where a form should be sent or whom to contact regarding an issue, see below.

Small Agency Assistance (HR) **Email:** SAA@des.wa.gov	**Assigned HR Consultant** Agency Assignments
PPDS forms & actions *(send electronically only)* • New Hires/Appt. Changes • Separations • Pay changes • Address changes & employee name changes • Family Medical Leave (FMLA)	Classification: • Position Allocation • Desk Audits • Development of Position Descriptions • WMS/EMS banding
Position Action Forms *(send electronically only)* • Establishments (after consultation w/ assigned HR Consultant) • Cost Coding changes • Organizational changes	Employee Relations: • Rules guidance and interpretation
Date adjustments: • Anniversary dates • Seniority dates • LWOP adjustments	Performance Management: • Performance communication strategies • Corrective/disciplinary actions
Employee Questionnaires	Developing policies and procedures
Report requests & workforce data analysis	Layoff assistance or guidance
Requests for letter templates	Guidance on reasonable accommodations, shared leave or FMLA.
Guidance on filling out a PPDS or PAF	

Payroll

Payroll **Email:** DESPayroll@des.wa.gov **Fax:** (360) 586-0055	**Send Directly to the Vendor**
Insurance forms • Medical/dental enrollment • Life insurance/LTD • PEBB worksheet Retirement forms • Enrollment • Beneficiary designation • Status form	Deferred compensation
EFT (Direct Deposit) W-4	Flexible spending account (FSA) Dependent Care Assistance Program (DCAP)
Timesheets/Overtime requests	Union Dues
Leave requests/Attendance Reports	Charity deductions
Schedule Changes	Life Insurance Enrollment (MetLife)
Shared leave donation forms	
Extra Pay Event/Incentive Pay Commission/Board Pay	
Verification of Employment	
Garnishments	
Sick leave buyout	
Commute trip reduction	
VEBA	
Cell phone stipends	
AFLAC	
GET: Guaranteed Education Tuition payroll deduction forms.	