

HIRING PACKET CANDIDATE SELECTION OPERATING PROCEDURES (OP)	
DHR-STW-OP #: DHR-STW-OP-223.1	Authority: 29 Del. C. § 711; M.R. 6.1, 6.3.1, 8.2
Effective Date: July 1, 2024	Supersedes: N/A
Application: Executive Branch Agencies and Agencies with Merit Employees	

## 1. Eligibility/Application

- a. These Operating Procedures apply to Hiring Managers at Executive Branch agencies.
- b. Elected Agencies and Judiciary Members may elect to adopt and administer these Operating Procedures at their offices and with their hiring process for Merit positions only.

## 2. Definitions and Acronyms

- **Agency DHR/Benefits Representative (Agency DHR/Ben Rep)** – Department of Human Resources (DHR) employee assigned to an Agency who generally provides New Hires pre-hire guidance, preboarding and onboarding assistance including selection and administration of benefits and payroll, assists with work and benefit effects of employee life changes during the employee’s work life cycle through to the employee’s separation of employment. At Talent Management (TM)-Centralized agencies, this function is referred as Employee Benefits Services (EBS). Some agencies may use the term Employment Services for some of these functions.
- **Agency Talent Acquisition (ATA)** – the agency DHR team responsible for the Agency’s strategies, tactics and processes for identifying, and recruiting talent.
- **Central Talent Acquisition (CTA)** – the central DHR team responsible for the State’s strategies, tactics, and processes for identifying, and recruiting talent, in addition to administering the State’s Recruitment/Hiring system.
- **Central Employee Benefits Section (C-EBS)** – a section in Talent Management who provides New Hires pre-hire guidance, preboarding and onboarding assistance including selection and administration of benefits and payroll, assistance with work and benefit effects of employee life changes during the employee’s work life cycle through to the employee’s separation of employment. This function at non-centralized agencies is completed by Agency DHR/Benefits representatives.
- **DEL** – Delaware Employment Link, the State’s Recruitment/Hiring system.
- **Hiring Packet** – all required forms and disclosures that the selected candidate must meet prior to making an offer are included in a packet to be reviewed by the Hiring Manager and either ATA or CTA.
- **Merit Rules** – those rules adopted by the Merit Employee Relations Board pursuant to chapter 59 of Title 29.
- **New Hires** – an applicant/candidate who has been offered employment with a State Agency.
- **OKTA/ILM** – the DTI-managed solution that delivers Delaware’s Identity Service (myDelaware and Delaware ID) that provides secure digital identities for State employees, residents, and visitors, enabling secure access to Delaware’s computing networks, systems, and online services. It is the current cloud-based platform (underlying operating system) upon which myDelaware and Delaware ID are built.

### 3. Policy/Regulation

- a. These Operating Procedures (OP) establish Hiring Packet requirements and a process for Merit recruitments to maintain information on each recruitment using a legally defensible process in compliance with Federal and State laws, the Merit Rules, Statewide Policies and Procedures, and Delaware Employment Link (DEL).
- b. It is the policy of the State of Delaware to search widely and vigorously for the most qualified persons to fill positions in the classified service while providing equal employment opportunities and meeting the objectives of the State of Delaware Affirmative Action Plan.<sup>1</sup>
- c. No question on the application form or during the interview shall be so framed as to require information concerning the race, color, religion, national origin, sex, age, or disability of the candidate, except where they are bona fide occupational requirements, or such information is required by law for statistical purposes. No question shall elicit or require information about the individual's political affiliations or beliefs.<sup>2</sup> For more information on Recruitment and Hiring Procedures, please review linked documents in Section 8 of this OP.
- d. It is the policy of the State to comply with [29 Del. C. § 711](#) in prohibiting discrimination in employment.
- e. The Hiring Manager shall act in the interest of the State of Delaware in relation to the hiring process and is responsible for:
  - Providing all applicants equal opportunities and meeting the objectives of the State of Delaware's Hiring process, Merit Rules, laws, and regulations.
  - Reviewing all candidate applications, conducting interviews, and reviewing the hiring packet for completeness.
  - Assuring the person being hired meets the established job requirements (and any selective requirements).

### 4. Operating Procedures

- a. Following the closing of a recruitment, Central Talent Acquisition (CTA) or Agency Talent Acquisition (ATA) sends the Hiring Manager a referral list for Merit employees within a target of five (5) business days after the closing of a posting with an email providing instructions for managers during the interview and follow-up procedures with the following documents included:
  - 1) The **Interview Evaluation Form** to document the interview questions and responses from each applicant interview.
  - 2) The **Reference Contact Information Form** to be provided to the applicant prior to the interview with instructions to complete and to submit or bring to the interview.
  - 3) The **Anti-Nepotism Policy** and **Disclosure of Immediate Relative Form** to be sent to all **applicants invited to interview** for the position and assure the Form is submitted

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<sup>1</sup> Merit Rule 6.1

<sup>2</sup> Merit Rule 6.3.1

- back to the Hiring Manager **prior** to the interview. A Copy of the Disclosure of Immediate Relatives Form will be included in the **Candidate Selection Hiring Packet** submission.
- 4) The **Reference Questionnaire Form** to document responses when contacting an applicant's reference.
  - 5) The **Referral Action Form** to document decisions made following the completion of the Interview process regarding each applicant interviewed.
  - 6) **Hiring Packet Candidate Selection Review Checklist.**
  - 7) **Other-** Any specific documents required by an agency.
- b. The Hiring Manager will review the referral list according to Merit Rule 8.2.1 and select applicants for interviews.
  - c. The Hiring Manager will arrange for the appropriate following documents to be sent to those applicants/employees selected for interviews:
    - [Anti-Nepotism Policy and Procedures](#)
    - [Disclosure of Immediate Relative Form](#)
    - [Reference Contact Information Form](#)
  - d. Once received and prior to the scheduling of interviews, the Hiring Manager will review the Anti-Nepotism Policy Disclosure Forms of the applicants who will be interviewing for any possible adjustment needed on the Recruitment's Interview Panel membership.
    - In accordance with the Anti-Nepotism Policy, any member of the hiring panel shall recuse themselves from the interview panel/hiring process if they are an immediate relative of an applicant.
  - e. The Hiring Manager will lead the Interview Panel's conducting of interviews for the Recruitment with a diverse panel. If a diverse panel cannot be found, justification must be sent to CTA or ATA for approval to move forward with the non-diverse panel.
    - The Interview Evaluation Form will be used to document the interview questions and responses from the applicant.
    - No demographic information about candidates being interviewed will be documented on any recruitment document, including race/ethnicity, and/or gender in any hand-written or typed notes during or after interviews.
  - f. Once interviews are completed, the Hiring Manager/designee will compile the documents listed on the Candidate Selection Hiring Packet checklist and follow the steps below.
    - 1) For Hiring Managers with access to the State's Recruitment/Hiring system, the applicant(s) must be dispositioned on the referral list in the system before returning the hiring packet to CTA. (For those managers without access to the State's Recruitment/Hiring system CTA or ATA will disposition those applicants.)
    - 2) For TA-centralized agencies the Hiring Manager will send the entire Hiring Packet along with the signed checklist to [DHR\\_Central\\_Recruitment@delaware.gov](mailto:DHR_Central_Recruitment@delaware.gov). Hiring Managers from Talent Management/Employee Benefits Services-centralized agencies shall copy Central Employee Benefits Services (C-EBS) at their individual agency mailbox.
    - 3) For non-centralized agencies the Hiring Manager will send the entire Hiring Packet along with a signed checklist to the ATA.
  - g. For TA-centralized agencies, CTA will review the packet and provide results to the agency DHR representative or C-EBS through email with a target of 2 business days. For non-centralized agencies, the ATA will review the packet and provide results to the Hiring Manager with a target of 2 business days.

The results of the review may be one of the following:

    - 1) Hiring Packet found to be complete and acceptable; or

- 2) Hiring Packet had minor issue that was resolved between either CTA or ATA and Hiring Manager and is now complete and acceptable; or
- 3) Hiring Packet had major issue that affected the job offer/completing the hire.
  - For TA/TM-centralized agencies a communication will be sent to the Agency Lead, Hiring Manager with a copy to the C-EBS/agency mailbox stating the applicant will not continue in the hiring process until resolved.
  - For non-centralized agencies, this communication will involve ATA and the Hiring Manager.
- h. For TA/TM-centralized agencies, if the CTA review results in #1 or #2 above, C-EBS will approve and communicate with the Hiring Manager that the hire may proceed and provide an initial entry salary for the Hiring Manager to offer the candidate. For non-centralized agencies, the hiring packet will be reviewed by the ATA who will approve all hires, and communicate to the Hiring Manager when an offer can be made.
- i. For centralized and non-centralized agencies, the Hiring Manager offers the candidate an initial entry salary, completes any agency form required, and communicates with their ATA or C-EBS when complete, signaling that the offer has been made and preboarding is to begin.
- j. For TA-centralized agencies, ATA or C-EBS emails CTA via [DHR\\_Central\\_Recruitment@delaware.gov](mailto:DHR_Central_Recruitment@delaware.gov) that the offer is made and includes OKTA/ILM criteria (Name of hire, effective Start date, Conditional offer date, and Budget Position (BP) Number). CTA will disposition the new hire in the hiring system within 1 day of receipt of this notice.
- k. For non-centralized agencies, the ATA or DHR representative at agency will disposition the new hire in the hiring system within 3 days of the offer being made.

## **5. Exclusions or Exceptions**

- The Department of Education (DOE), Delaware State Housing Authority (DSHA), Delaware State Police (DSP), Delaware National Guard (DNG), and Department of Technology and Information (DTI) shall be responsible for the development and administration of policies in compliance with Federal, State laws and applicable regulations.

## **6. Dissemination and Training**

- Employees must acknowledge their review of this Policy within 30 days of the request from the Delaware Learning Center (DLC).
- If employees do not receive DLC messages, Agency DHR Representatives are to distribute this policy to these employees and review with their supervisors within 30 days of the employee's or supervisor's position effective date.
- Hiring Managers shall attend required trainings as prescribed by DHR.

## **7. Data Reporting**

- None

## **8. Associated Policy/Regulation/Information**

- [Anti-Nepotism Policy and Procedures](#)
- [Employee Onboarding and Offboarding Policy and Procedures](#)

- [Employee Personnel Records Policy and Procedures](#)
- [Hiring Guide for Managers](#)
- [State Merit Rules](#)
- [The User Guide for Merit System Hiring](#) (under review)

## **9. Appendices and Forms Associated with this Operating Procedure**

- #1 – [Interview Evaluation Form](#)
- #2 – [Reference Contact Information Form](#)
- #3 – [Disclosure of Immediate Relatives Form](#)
- #4 – [Reference Questionnaire Form](#)
- #5 – [Referral Action Form](#)
- #6 – [Hiring Packet Candidate Selection Review Checklist](#)

## **10. Policy Owner**

- Division Name: Division of Classification, Compensation, and Talent Acquisition
- Policy Owner: Director of Classification, Compensation, and Talent Acquisition
- Website: [DHR - Classification, Compensation & Talent Acquisition \(delaware.gov\)](#)