Selection Personnel Certification Program August 2007

SELECTION IN ACTION

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SELECTION IN ACTION

INTRODUCTION

This training manual is written in a format and style designed to help you learn the material more easily and retain what you have learned longer than other manuals you may have used in the past. You will need to complete the exercises as you read. The exercises will help you to understand the important ideas before you continue. This manual is structured differently from the others in the training course. The exercises you are asked to complete are functions/tasks that would be completed when filling a vacancy in your agency.

On each page you will find information that you will need to know to be effective in selection work. At the end of each section is an exercise which asks you to put the information in the section to "practical" use. Complete the exercise for each section before you move on in the manual. You may submit exercises for review: 1) one at a time when you complete the exercise; 2) all exercises in a chapter as you complete the chapter; or 3) all exercises in the manual when completed. Use the space provided to type your answer to each exercise. You may want to write your answer on a separate piece of paper first, then when you are sure of your answer, type it in the answer space provided. Submit the exercises for review by e-mailing them to the SPCP Administrator, Jennifer.Clayman@state.co.us.

The SPCP Administrator or designated representative will evaluate the exercise(s). You may be asked to "redo" an exercise if the function/task was not completed to the satisfaction of the reviewer. The reviewer will be evaluating the exercise for:

- clarity of writing;
- demonstrated knowledge of the principles and concepts used in the exercise;
- understanding and completion of the function/task to complete.

Directions for Completing Exercises

Within in each chapter you will find exercises to complete. Write enough to complete the function/task in the selection process. Be sure your response demonstrates your knowledge on the subject without being excessive.

Use your computer to respond to each exercise, recording your name, department/institution, date and answer(s). You may want to write your answer on a separate piece of paper first, and then when you are sure of your answer, type it in the answer space provided.

When you have completed all exercises for this manual, e-mail them to Jennifer.Clayman@state.co.us. A "report card" will be issued when all exercises/quizzes for all manuals have been completed.

Ms. Clayman will notify you about the results of your exercises. Do not be surprised if you are requested to redo an exercise, being more specific or elaborate. *Putting ideas and concepts in written form which can be communicated to readers* is an important competency for human resource practitioners.

CHAPTER 1 – OVERVIEW

This manual is designed to give you the opportunity to put the theoretical concepts discussed in the other manuals to practical use and cover some of the “leftover” topics not addressed in the other three manuals. This manual does not replace the work to be completed with the mentor but can be used in conjunction with that portion of the program as a guide or roadmap for the functions and tasks completed in the selection process.

This manual will discuss:

Filling A Vacancy
- Request to Fill
- Getting Started
- Meeting with the Appointing Authority
  - Job Analysis
  - Method of Filling
  - Method of Recruitment
- Exam Plan
  - Defining the Exam Plan
  - Test Development
- Exam Process
  - Application Screening
  - Test Administration
  - Test Scoring
  - Examination Appeals

Referral to Hire and Beyond
- Referral
- Interviewing
- Reference/Background checking
- After The Selection

Role of the Personnel Board

Appendix A contains a “simple” flowchart of the Selection Process. The flowchart was designed to provide a picture of the process. The chart follows a straight line from the first step to the last, but as you will quickly learn many of the functions will be performed simultaneously. As you become more experienced you will develop your own flow of tasks when you fill vacancies.

This manual is designed to walk you thorough the Selection Process, discuss the various steps in the process and put the theoretical information learned during this course into practice. This manual does not address the use of the automated system that supports the selection process. Training on the use of the automated system is a separate function.

CHAPTER 2 - FILLING A VACANCY

WHAT ARE YOU TRYING TO DO?

Request to Fill

A very simplistic answer to this question and the most realistic is work with the appointing authority to find the "right" person to fill the position within his/her organization, but completing that task may not always be easy. As the Human Resource (HR) specialist your job is to meet the needs of the appointing authority, following professional guidelines and standards and conforming to the Constitution, laws and Personnel Board Rules and Personnel Director's Administrative Procedures.

An Appointing Authority (AA) or supervisor has come to you with a position to fill. There are a number of basic questions and issues that need to be addressed before you as the Human Resource Specialist may begin the selection process:

- Does a vacancy on the staffing pattern actually exist?
- Are funds available to fill the position? Must vacancy savings be considered?
- Has the necessary approval to fill the position been obtained?
- Is there a current position description (PDQ) on file?
  - Have any of the duties of the position substantially changed?
  - Have the essential functions of the job been identified?
- Are there diversity considerations which should be addressed?
- Is succession planning an issue?

After you answer these questions and others unique to your agency you are almost ready to get started filling the position. Before you determine how the position will be filled you must consider two things:

- Does your department have a reemployment list for the class? If so, by statute and Personnel Board Rule, a reemployment list must be used unless the position is filled by a transfer or a non-disciplinary demotion.
- Has a layoff in another department resulted in the displacement of employees who may be considered? Does an Executive Order exist which mandates that laid off employees from other departments be given first consideration for vacancies? Using another department's reemployment list may be a "quick" and effective way to fill the position for the appointing authority and at the same time prevents the displacement of an employee.

If a reemployment list does not exist, or another department's reemployment list will not be considered, you are ready to start the process of filling the position.

Getting Started

The first step in the hiring process is meeting with the Appointing Authority (AA) to find out about the position you are filling and related information such as time frame and overall needs of the organization. You will be working closely with the AA throughout the selection process so it is important to establish a good working relationship in order to provide the best service to him/her. When you meet with the AA you want to be well prepared and make the best use of the time you spend with him/her. You may wish to provide a copy of the Hiring Guide for the State of Colorado Personnel System Managers (Appendix C or Reference Materials on Selection System Services Homepage) prior to the meeting. The Hiring Guide provides information about the selection process which will help the AA understand his/her role, provide you with necessary information and enable you to fill the position in a timely manner with the best person.

To prepare for the initial meeting with the AA there are a number of things you may wish to do. When you meet with the AA you want to have a general idea of the position being filled and the nature of the work in order to provide him/her with some options in filling the position. A review of the following documents should be helpful.

- Position Description Questionnaire (PDQ) – Provides an idea of the job duties that are assigned to the position as well as the minimum qualifications (MQs) that are unique or any special requirements.
- Class Description (CD) – Provides the general concepts of the classification.
- Recent performance evaluations – Provides position performance objectives that may be used to identify job competencies.
- Class and Position Profiles – Provides information about the MQs and competencies required for the general class as well as specific positions in the class.
- Transfer and/or reinstatement candidates.
- Existing lists for the class or higher level classes.
- Current job announcements.

Name:_____

Department or Institution_____

Date: _____

FILLING A VACANCY – GETTING STARTED
EXERCISE 1

You have received a request to fill a General Professional position for the Department of Money. Discuss how you would prepare for the initial meeting with the Appointing Authority. Seven documents you might use in preparation were identified in the previous section. Discuss why and how each could be used in preparation for your meeting.

Meeting with the Appointing Authority or Supervisor

The next step in filling a vacancy is to meet with the Appointing Authority or supervisor. The initial meeting will be used to accomplish many tasks as well as help you become familiar with the position being filled and its place in the organization. During that meeting you need to discuss, complete and/or make decisions related to the following areas:

- Job Analysis to identify:
  1. Knowledges, Skills, Abilities (KSAs) and other competencies
  2. Minimum Qualifications;

- Method of filling;

- Method of recruitment;

- Exam Plan;

- Subject Matter Experts (SMEs) for examination development and examination raters.

Job Analysis

When you meet with the AA and/or supervisor, you will be doing a job analysis. You may use one of the formal job analysis methods discussed in the Job Analysis Manual or a hybrid that you develop as you become experienced in conducting job analyses for the selection process. As you conduct your job analysis and develop your exam plan be sure to address the Ten Characteristics of Legal Defensibility. Should your exam be challenged the documentation from the job analysis will be a vital part of the defense.

Ten Characteristics of Legal Defensibility

1. A job analysis must be done and it must be done on the exact job for which a test will be used.
2. The job analysis must be reduced to written form.
3. It must describe the procedure used.
4. Data should be collected from several sources.
5. Data should be collected by an expert job specialist.
6. Data should be collected from a large enough sample to cover all relevant positions.
7. Tasks, duties and activities must be identified.
8. The relative degree of competency necessary for entry level must be specified.
9. The tasks and activities necessary to good job performance must be identified.
10. KSAs necessary to do the important activities above must be identified.

You should have a general idea of the job duties from a review of the PDQ and previous performance plans. This meeting with the AA should help you identify and clarify the critical duties. It may be determined at this time that the job duties have changed significantly since the PDQ was written. The PDQ will need to be modified and reevaluated to ensure the correct classification before the position can be filled.

In your discussion with the AA you will also identify the KSAs necessary to perform the job, their criticality, the identification of competencies and the links to the KSAs. This information is important in determining the competencies that will be measured in the exam process.

The last product of the job analysis is the establishment of MQs for the position. Many classes in the state system cover a wide variety of subject areas and have generic MQs. For example the MQs for a General Professional III are: a bachelor's degree from an accredited college or university in the field of study related to the work assignment and two years of experience in the occupational field or specialized subject area of the work assignment. If a position is announced with generic MQs like those above it is difficult for an individual to determine if s/he is qualified for the position. It also makes it difficult to screen applications against the MQs if they have not been well defined. This is your opportunity to work with the AA to determine the education and experience required to successfully perform the job.

Method of Filling

Now that you and the AA have discussed and determined the duties of the job, required competencies and MQs, you are ready to focus on how the position is to be filled. The methods/type of employment lists discussed below conform to the order of use discussed in Personnel Board Rules and Colorado Revised Statutes. At this time the AA will need to consider the following:

How quickly does the position need to be filled?

- ***FASTEST*** way to fill a position is using a method that does not require testing. Two fast methods to fill a position which may considered first are: ***transfer*** of a qualified employee; and ***non-disciplinary demotion*** of a qualified employed. The next "fast" type of list that must be considered, if one exists, is a department ***reemployment list*** for the class. If no reemployment list exists other methods that do not require testing that may be considered are reappointment of a current employee, reinstatement of a former employee or reemployment lists from other departments. An ***existing list*** for the same class may be used if the job requirements are the same. If the list was created by another agency they should be contacted to request permission to use the list. The final "fast" method to consider when filling a position is the ***appropriation of a higher level list***. A list may exist for a higher level class in the same job series. You may wish to canvass the list to identify individuals who might be interested in a position at the lower level.
- ***RAPID*** – a promotional announcement which may require testing (if more than three qualified persons apply) but may be completed quickly since all applicants are current employees. There are three types of promotional announcements to consider:
  - ***division*** - only employees within a statutorily created division may apply.
  - ***department*** – only employees within a department may apply.
  - ***service wide (statewide)*** – any state employee may apply.

This method may not only save time in the hiring process and the employee is able to perform at the full operating level in a shorter period of time being familiar with the organization and the nature of the work.

- ***MOST TIME-CONSUMING*** although this method may be the most time consuming it allows the greatest opportunity to find the best-qualified individual for the job. This method is the use of an ***open competitive*** announcement. This allows any qualified individual to apply for the position and compete in the testing process.

Method of Recruitment

The method of filling is closely tied to the type of recruitment used to fill a position. As the method and scope of recruitment are determined the following areas should be consider:

- Are there diversity issues to consider?
- Does the job require special skill or education?
- What are the conditions of the job (work hours, location, etc)?
- Is the position being filled in a class that has traditionally been difficult to fill or have there been recruitment problems?

All methods of recruitment must satisfy the conditions specified in Personnel Director's Administrative Procedures. Job vacancies are to be announced in locations where potential applicants might be found and all statewide promotional and open competitive announcements are to be on the Internet.

Job Announcement

It is important to write a clear and complete job announcement. The job announcement is a tool used to describe the job in order to recruit qualified individuals to apply. It should provide adequate information about the job, the requirements and how to apply for the vacancy. It is recommended the following information be included in the job announcement:

Vacancy Type – method of recruitment, e.g., Open Competitive, Department Promotional, etc.

Department or educational institution of Vacancy – state agency or higher education institution which has the vacancy

Job Title – working title or class code title of the job being announced

Geographic Location – city where the job is located

Salary – information about the pay for the position. Generally this is reported as a monthly hire rate (normally the lowest value of the salary range). It is recommended that an hourly salary be listed if the position is not full-time.

Release Date – date the announcement is released or opened

Closing Date – last date applications will be accepted for the vacancy. You may wish to indicate if applications must be in your office or if postmarks for the closing day will be accepted.

Application Information – where and how to apply for the vacancy

Job Duties – a brief summary of the major job duties including essential functions of the position

Minimum qualifications – education, experience, and licenses/certifications/ registrations required for entry into the announced vacancy. Indicate if any verification documents are required, such as a transcript, etc. The information included in this section and the substitutions section of the announcement are the criteria which will be used to screen applications. It should be clear and precise to help applicants, as well as the human resources professional evaluating the applications, to determine if the stated requirements are met.

Substitutions – State statute requires that appropriate experience be substituted for education that is required in the minimum qualifications but not required by state or federal law (e.g., medical doctor requires a medical degree). The announcement should reflect all acceptable substitutions. These should be as clear and precise as the MQs to help applicants determine if they are qualified, as well as the individual evaluating the applications.

Special Skills or Conditions – a brief statement to inform applicants of a skill or condition unique to the announced vacancy. For example: applicants will be required to submit to and pass a background check.

Statement that applications are part of examination process. The statement should also indicate that the applicant will be notified of the results of the application review. Below is a sample statement which might be used:

> Applications are part of the exam process. <u>Be sure your application specifically addresses the requirements as listed in the Minimum Requirements section.</u> Your application will be reviewed by a Human Resources Specialist to determine if you meet the minimum requirements for this position. You will be notified of the results of this review.

Remember the announcement is the first introduction the applicant has to the job. A well-written announcement will help attract the best applicants.

Name:_____

Department or Institution_____

Date: _____

FILLING A VACANCY – Writing a Job Announcement
EXERCISE 2

You are filling a General Professional III position for the Department of Money. You have met with the Appointing Authority at which time you conducted a job analysis, determined the method that will be used to fill the position and the recruitment strategy. The decision was made to fill the position with an open competitive examination. Your task is to write the job announcement that will be posted.

Following is the information you gathered during the job analysis.
General Information – The Department of Money has a General Professional III position to be filled at that level. The working title is Human Resources Specialist. The employee who had occupied this position retired and is not available as a resource person. The position is part of a seven member self-directed team. The position has been vacant for three months and the manager wants it filled immediately.

Minimum Qualifications — Bachelor's degree from an accredited college or university and two years of professional human resources experience in job evaluation and selection that included job analysis and exam development

Desired Qualifications — State of Colorado Personnel Certification in Job Evaluation and/or Selection or equivalent certification from a recognized Human Resource Training Program (e.g. SHRM). If not certified must completed certification during probation period.

Desired Competencies — Problem analysis and decision making
Interpersonal skills
Customer service
Verbal and written communication
Strong interest in being part of a self-directed work team

Nature of Work — Provides services to over of 2,000 employees in 15 non-decentralized agencies and the Department of Human Resources.

Selection work that includes:

- Advise about best method of filling vacancies;
- Recruitment;
- Job analysis;
- Examination development;
- Exam administration and scoring;
- Consulting

Job Evaluation

- Allocation review

- Organizational structure and planning
- Consulting

Training and consultation:

- Human resources
- Organizational dynamics
- Personnel rules and procedures
- Compensation issues

Employee Relations

- Training
- Grievances
- Corrective and disciplinary actions
- Leave administration (FMLA)
- Worker's compensation
- Compensation (FLSA, Shift differential, overtime)

Write the job announcement that will be posted for this position on the Internet.

Exam Plan

The final topic that you will discuss during your initial meeting with the AA is the testing strategy/exam plan. Some of the final decisions about the exam plan are dependent on the factors that are unknown during the early planning stages. You may develop a preliminary plan and modify it as the process progresses. There are two pieces of information related to the exam plan you should obtain during this meeting: 1) Competencies to be measured; and 2) Subject Matter Experts (SMEs) who will assist in the development of the exam and/or rate the exam.

As you work with the AA to develop the exam plan you want to keep in mind that the purpose of testing the applicants is "to identify the 'best' qualified individual for the job." As was discussed in the Tests and Testing Manual there are a number of factors to consider when developing the exam plan. Some of the decisions are dependent on the applicant pool and may not be finalized until the actual number of qualified applicants is determined. Decisions which relate related to the following areas may be made early in the process probably at the initial meeting with the AA:

- *Factors to be Examined* – remember the main criterion for using any selection device should be its ability to accurately measure the significant competencies identified by the job analysis. For example if you identified oral communication and interpersonal skills as critical factors of the position, these factors should be measured in the exam process. The exam plan should include an oral exam since other test types cannot assess these factors.

- *Level and Nature of Position* – you want to use tests which measure the critical factors and are appropriate for the level and nature of the position being filled. For example, if you were filing a management position you would probably use a written exercise or narrative T&E in conjunction with an oral exam. Critical factors for a position of this type and at this level would most likely include written and oral communication skills which are measured by these types of examinations. If these factors were not critical to the job a different type of test which focuses on that job's critical factors would be used.

- *Impact of Position* – you and the AA may agree that because of the impact hiring the "wrong" person could have on the organization, the investment of extra time and effort in the entire process will pay off in the long run.

- *Availability of Banked Exams* – the time required by the SMEs and the HR specialist may be greatly reduced if exam materials exist which may be appropriate for the position being filled.

You should discuss the potential applicant pool considerations which could influence the final decisions related to the exam plan. These considerations include: 1) number of individuals expected to apply; 2) location of the potential applicant pool; 3) past adverse impact in testing; and 4) under-utilization of the class.

Defining the Exam Plan

After the factors/competencies required for the job have been defined you will need to identify the critical ones and the best way to measure each. Always keep in mind your ultimate goal, "to identify the 'best' qualified individual for the job". The test(s) used in the exam plan should measure the critical factors in the most effective way.

Once the testing instruments have been identified, the weight of each component of the exam plan is determined. The weight of the exam plan components is expressed as a percent of the total score. If there is only one test in the exam plan the weight of that component is always 100%. For example, if the exam plan consists of only a written multiple choice tests which is administered to all candidates, the exam plan would be referred to as 100% multiple choice.

But how are the weights determined if the exam plan consists of multiple tests? The HR specialist determines the weight of each component, usually giving more weight to exam components that:

1. Assess KSAPs that are very important to the position(s) being filled.
2. Assess a wide scope of KSAPs.
3. Are thought to be high in reliability and validity.

If two components are almost the same on these points you would probably weight each the same. If one component is superior to the other in terms of the above points, then it should contribute more weight to the final score (e.g., 75% Written Exercise, 25% Oral).

There are times when you may have multiple components and not weight one or more of the components. This may occur when you are using an exam as a "screener", to reduce the number of applicants that continue in the exam process to a more costly and/or time consuming test. Another instance when a test may not be a weighted component of the exam plan is when it is not being used to "rank" individuals, only to determine if they have a minimum level of competence in what is being tested. For example, a typing test may be administered but not weighted. The test is a "pass-fail" component of the exam plan. Your purpose is to determine if the individuals meet a set minimum typing score and you would not be using the score to rank the applicants in any way.

The final part of *Defining the Exam Plan* is weighting the factors in each exam. Normally different factors are measured in the each exam component. As you determine the factor weights remember that usually more weight should be given to factors that:

1. SMEs feel are important to the position(s) being filled.
2. Assess a larger part of the content domain of the job.
3. Are thought to be high in reliability and validity.

The importance of each factor would have been determined during the job analysis. As you work with SMEs to construct the test you may ask for their assistance in determining the factor weights in the test.

There is no magic formula or method for determining the weight of components in the exam plan or the weights of factors within the components. As you set these values you should be able to answer the following questions:

1. Does my job analysis support the weights that I have assigned to the exam components/factors?
2. Are the decisions I've made defensible?

Test Development

Test development is critical to the selection process. The testing instrument(s) you develop should be defensible with quality items, anchored keys and/or rating guidelines that will measure the critical competencies that were identified in the job analysis. The test should separate the candidates, identifying the "best" candidates for the job.

As you design and develop any type of rater test (e.g., oral, written exercise, etc.) you will be working with SMEs. The SMEs will assist you in clearly defining the test factors, development of items, answer keys and other rating guidelines.

The Standards for Educational and Psychological Testing, 1999 Edition, Uniform Guidelines on Employee Selection Procedures and the PCP Tests and Testing Manual should be used as guidelines as you develop any testing instruments.

Name _____

Department or Institution_____

Date: _____

FILLING A VACANCY – Exam Process
EXERCISE 3

You are filling a General Professional III position for the Department of Money. You have met with the Appointing Authority at which time you conducted a job analysis, determined how the position will be filled, the recruitment strategy, and announced the position. The position was announced as an open competitive examination.

Your task is to determine the examination plan. The following information, as well as the rationale for the decisions you made, should be included in your response:

1. The component(s) of the exam plan and the weight(s) of each.
2. The factors/competencies to be measured in each components and the weight of each factor/competency.

Use the following information to complete the task:

- 75 applications were received;
- 57 meet the minimum qualifications as announced; 18 did not meet the minimum qualifications;
- Applicants are located throughout the state;
- You have access to 11 qualified SMEs;
- The position is part of a self-directed work team.
- Nature of the Work:
  - Provides services to approximately 1000 employees in Department of Money offices located throughout the state.
  - Selection work that includes
    - Advising Appointing Authorities on filling positions
    - Recruitment
    - Job analysis
    - Examination development, administration & scoring
  - Job Evaluation work
    - Allocation review that includes organizational structure and planning
  - Training and consultation
    - Human resources
    - Organizational dynamics
    - Personnel rules & procedures
    - Compensation issues
  - Employee Relations
    - Training
    - Grievances
    - Corrective & disciplinary actions
    - Leave administration (FMLA)
    - Worker's compensation
    - Compensation (e.g., FLSA, shift differential, overtime)

The following chart was developed after the job analysis:

KSA	Criticality	KSA	Criticality
Written Communications	4.5	Consultation	3.5
Reasoning	3.5	Employee Relations	4.0
Oral Communications	4.5	Rules, Regulations, Procedures	4.75
Planning and Organizing	3.5	Personnel Principles, Practices, Procedures	3.5
Interpersonal Skills	4.0	Establish Priorities	3.0
Problem Analysis	3.25	Quality Assurance	4.0
Decision Making	4.5	Statistical Analysis	3.0
Customer Service	5.0	Test Admin Principles & Practices	4.0
Job Analysis	4.5	Test/Measurement Theory & Methodology	4.0
Selection	4.0	Use of HRIS	3.0
Job Evaluation/Position Classification	4.0	Conflict Resolution	3.0
Recruitment	4.0	Documentation/Record Keeping	4.5
Training	3.75		

A reminder of your task: Determine the examination plan. The following information, as well as the rationale for the decisions you made, should be included in your response:

1. The component(s) of the exam plan and the weight(s) of each.
2. The factors/competencies to be measured in each component and the weight of each factor/competency.

Exam Process

Application Screening

The first "test" in the exam process for each applicant is meeting the minimum requirements of the vacancy. When an application is reviewed or "screened" to determine if the individual has the education and/or experience required for the job there is no ranking or assignment of points associated with the amount or level of education and/or experience. You should be evaluating the application to determine if the individual has the "minimum" amount of the announced education and/or experience to continue in the exam process.

Your job announcement should have clearly identified the educational and/or experience requirements and acceptable substitutions for those requirements as well as other requirements of the job such as licenses, certificates, or registrations. As you prepare to screen the applications this will be your guide to determine if the individuals are qualified.

Appendix E contains the operational guideline on Application Review (Screening). This will provide a general guide to the application review process.

Once you have completed the application review to determine which applicants are qualified you are ready to start the testing process. At this time you would finalize your exam plan, since you now know the number of qualified applicants that need to be tested. You should continue to work with and involve the Appointing Authority as you finalize the exam plan and develop the test instruments.

Remember if the result of the application review leaves the number of qualified applicants equal to the number of positions you are filling plus 2, you are able to establish a "Q-list". The number of applicants on a "Q-list" is determined by the number of positions to be filled plus two (number of positions + 2).

> Example one: An Appointing Authority has two vacant positions which are classified the same and have the same job duties. Upon review of the applications you determine there are four qualified individuals, so you could establish a "Q-list".
>
> Example two: You have been asked to fill a vacancy for a division in your department. After announcing the position you receive 12 applications. Upon review of the applications only three individuals meet the minimum qualifications, so you may establish a "Q-list".

Test Administration

There are a number of activities involved in the "Test Administration" function in the process. These include: 1) Planning and Scheduling; 2) Administration of Exam; and 3) Post-test actions. As you administer the test(s) there are three sections in The Standards for Educational and Psychological Testing to use for guidance: 1)"Test Administration, Scoring, and Reporting"; 2) "The Rights and Responsibilities of Test Takers": and 3) "Testing Individuals with Disabilities.

Planning and Scheduling

There are a number of things that need to be completed prior to the actual test administration.

1. Prepare the test materials – If the test is a written objective test you should contact the Selection System Services unit and order the test booklet. It is important that you check the availability of test booklets and order the number of test you will need prior to scheduling the test. Other types of testing materials may be prepared any time before the actual administration of the test.

2. Schedule a test site – You will need to locate a room that will provide adequate space and appropriate surroundings to conduct the test. It should be easily accessible to all applicants and provide adequate space for all applicants being tested.

3. Schedule the applicants – The applicants should be given appropriate notification which includes: a) type of test; b) test location; c) time; and d) any other appropriate information related to the administration of the test. The test notification should include information about requesting special ADA accommodations.

4. Print test roster – It is important to have a printed copy of the test roster for the test monitor, if an assembled test, or the individual who will greet the candidates if an individual testing format. The roster provides a name and SSN of the individuals scheduled in order to verify against when checking the picture ID of each candidate.

Administration of Exam

Regardless of the type of test being administered you should be sure the applicant understands the state testing process, the steps in the process, and what will happen next.

There are a number of areas that should be addressed regardless of the type of test being administered:

1. Security and confidentiality of the testing materials should always be maintained. All test materials should be accounted for prior to the test administration and at the conclusion of the process.

2. Notification of disqualification and appeal rights should be provided to the applicant(s) to read and sign prior to the administration of the test.

3. ADA accommodations should be addressed prior to the actual scheduled administration date. If an individual in the applicant pool requests special accommodations the request should be addressed and resolved prior to the actual testing date.

4. Testing conditions should be consistent for all candidates. If the test is not being administered to all applicants at the same time and/or location you should try to make the testing conditions as similar as possible in each situation. Remember if the test consists of a rater panel the panel members must be the same for all candidates even if the test is to be administered in different locations.

5. Record and report any unusual occurrences or problems that happen during the administration of the test.

Rater panel briefing and group test monitoring will not be discussed in this manual but will be a part of the mentor program you will complete for certification.

Post-Test Actions

Once the test has been administered there are a number of activities that should take place.

1. Process Disqualification(s) if any occurred during the test administration. The applicant must be notified of the disqualification. If the test was a written objective test contact Selection Systems Services (SSS) for the procedures for this type of test DQ. You should document the occurrence and retain all test materials for the required time period.

2. Return "borrowed" test materials to SSS and prepare completed answer sheets for scanning.

Test Scoring

Scoring

The last step in the Exam Process scoring the test. You may score the test by hand or use the automated system. If you choose to hand score the test you must follow the scoring methods exactly as outlined in the PCP manuals, Tests and Testing and Exam Scoring.

Your exam plan will determine how the test scores are reported to the applicants. Following are the ways a test score may be used in the exam plan and what happens to the applicant.

- Single test
  - Test is scored.
  - Score is used to rank the applicants.
  - Eligible list is established.
  - Applicants passing are notified of final score and rank on list
  - Applicants failing are notified.

- Multiple tests – used to cut to top group
  - Test(s) is scored.
  - Scores are ranked – cutoff score determined.
  - Applicants continuing in process are scheduled for next exam component.
  - Applicants below cutoff but passing test are notified of that his/her score is passing but not in the top group continuing in process.
  - Applicants failing are notified.

Notification of Applicants

Applicants should be notified of test results after each test and after completion of the exam process (final score and rank on eligible list). Generally applicants continuing in the process will not receive a notification with a score, but the notification of the next step in the exam process.

An applicant may request more information after receiving the score notice, but only certain information may legally be provided to the applicant. For more information on what is available to the applicant under the open records law see the Legal and Professional PCP Manual.

The applicant may receive the following information on a test which uses a rater panel:
1) Factors on the test; 2) General information about the scores such as average, above average, etc. No numeric scores are to be given out; and 3) a summary of the raters' comments for only the applicant's test without identifying the raters.

Rescoring Tests

Occasionally something will happen which results in the need to rescore a test and reestablish the eligible list. This could include such things as an applicant submitting the document for the addition of veteran's points or discovering a scoring error. When this occurs you should take the necessary action, rescore the test and notify the applicants if the action resulted in a change to the rank and/or score of the applicants. The Director's Administrative Procedures state that any adjustment made to the eligible list does not affect prior appointments or referrals.

Examination Appeals

An applicant has the right to appeal the content or conduct of an examination according to the Director's Administrative Procedures and state statutes. Director's Procedures also provide information about the procedures, process and timelines for dealing with examination appeals.

If an examination you have conducted is appealed you will be asked to respond to the appeal. As you prepare your response to the appeal the documentation of what you did and why you did it becomes vital. If the actions you took and the decisions that were made throughout the process are supported by documentation, technical processes and sound reasoning your examination should withstand the appeal process successfully.

CHAPTER 3 – REFERRAL TO HIRE AND BEYOND

You've made it through the examination process and have established an eligible list, so what do you do with the eligible list? It's now the time the Appointing Authority or supervisor has been waiting for – s/he finally gets to hire someone. By constitution the Appointing Authority/supervisor may interview the three highest-ranking individuals on the list. You will need to refer the names, phone numbers and addresses of the three highest-ranking individuals to the AA/supervisor and notify them that they have been referred.

Referral

Appendix F contains the Operational Guideline on Referrals which provides the how-to of referrals so we will not discuss that process at this time. But there are some other issues that should be addressed related to the activities that take place after the referral. These include: 1) Interview; 2) Reference/background checks; 3) MQ verification; and
4) After the selection.

Interview

Generally you will not be involved in the actual job interview but the AA or supervisor may ask for your assistance in preparing for the interview. You may want to routinely provide information prior to the interview related to the types of questions which may and may not be asked during the interview.

Remind the AA/supervisor nothing to be consistent when interviewing the candidates. If a question is asked of one candidate, ask it of all candidates.

Reference/Background Checks

Reference checks should be made by the hiring authority. The department/institution should establish policies that outline who will do the reference checks, what is checked, standards or criteria for "passing" the check, and when the reference checks will be done. Generally reference checks are done on the individuals referred and many times only for the top candidate. A job offer will be contingent on the candidate passing the checks.

Prior to contacting any references the candidate should be asked permission to contact any references and/or current and previous supervisors. The candidate may indicate that the current supervisor should not be contacted since s/he is unaware of the individual's job search. Contacting the current supervisor may be delayed until a conditional job offer is made, dependent on a suitable reference from the current supervisor.

Guidelines for Key Reference Checking:

- Determine in advance what reference information is needed.
- Questions must be job-related.
- Focus reference check questions on knowledge, skills, and abilities required for your specific vacancy.
- Be consistent in the questions you ask about all applicants. If you check references for one, do not offer the position to someone else without also checking his/her references. Use a standard reference check form for convenience and consistency.

- Obtain telephone, rather than written references whenever possible.
- Briefly explain the major responsibilities of your position.
- Ask for specific information – “how would you describe this person’s technical qualifications?” or “Tell me about this person’s attendance and punctuality.”
- If the employer is reluctant to provide information ask if he/she will just verify the information read from the candidate’s application.
- Contact the immediate supervisor or manager if possible. Note the name and title of the person providing the reference.
- Check multiple references whenever possible.

If a reference check reveals information that the applicant has falsified on the application, take action to remove the individual from consideration and notify him/her of the action.

Background checks are also very important. Lawsuits are increasing each year related to “negligent hiring”. “Negligent hiring” refers to the hiring of a person that the employer knows, or should have known, possesses some attribute of character or prior conduct that would create undue risk or harm to others in carrying out his/her employment responsibilities. Past misconduct of the employee is a primary indicator that could lead to employer’s negligence. Courts also consider the nature of work for which the employee is hired in determining negligence or the degree thereof. (Taken from the National Credit Information Network web site). Background checks should always be done for jobs where the nature of the employment fosters close contact and a special relationship between particular persons and the employee, or where there is financial liability.

Whatever level of background check is done it should be consistent across all applicants. If a specific area is checked for one applicant that same area should be checked for all applicants.

Provide the following recommendations for the AA/supervisor to do when they screen job applicants:

- Obtain the applicant’s written permission to check references and background checks.
- Keep a written record of inquires.
- Require the applicant to certify that information provided by him/her is accurate and true, and to acknowledge, in writing, that if the information is not accurate and true the employee will be separated from employment.
- Have the applicant provide copies college transcripts if a degree is required.

After The Selection

Once the decision to hire has been made, make the job offer, wait for the candidate to accept, and notify the other candidates that have not been selected. The AA/supervisor will generally do both functions. You should receive notification of the outcome of the results on the referral list from the AA/supervisor. Close the exam file and process the new hire.

CHAPTER 4 – ROLE OF THE PERSONNEL BOARD

The State Personnel Board has a limited role in the actual selection process. It has the responsibility to write rules related to the selection process which are found in the State Personnel Board Rules and Director's Administrative Procedures.

The other function the Personnel Board performs related to selection is the granting of residency waivers. A residency waiver allows an agency to recruit for a vacancy outside the state of Colorado. The Colorado constitution requires that all classified positions be filled by residents of the state. The Personnel Board has established procedures which allow an agency to "waive" the residency requirement.

The Personnel Board also conducts the hearings for the following types of appeals which may be related to the selection process: 1) allegations of denial of reemployment rights; 2) removal from a reemployment list; or 3) a probable cause opinion in discrimination cases. The Director of the Department of Personnel & Administration processes appeals related to the conduct or content of an examination.

See the State Personnel Board Rules at www.colorado.gov/dpa/dhr/rules/rules.htm for information on selection related rules and procedures.

APPENDIX A

SELECTION PROCESS FLOWCHART

SELECTION PROCESS

Vacancy to be filled

↓

Meet with Appointing Authority*

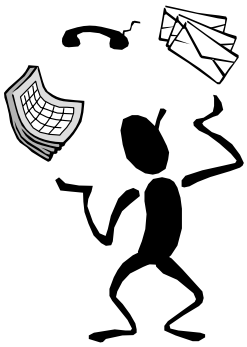
*Conduct Job Analysis
Identify Minimum Qualifications
Determine Recruitment Method
Necessary Competencies

↓

Announce Vacancy

↓

Review Applications



↓

Determine Exam Plan

↓

Exam Development

↓

Admin & Score Exam(s) Establish List → **Refer Top 3 to Appointing Authority**

SELECTION PROCESS

This is a general description of the selection process and the steps that are followed when filling a vacancy. Individual agencies and/or a Human Resource Professional within an agency will usually perform all these steps but not necessarily in the same order.

Vacancy to be filled – The appointing authority or supervisor identifies either a new position or the need to fill an existing vacant position. There are non-selection activities that take place at this point which can lengthen the process. This includes classifying the position; getting the necessary budgetary approval for filling; etc.

Meet with the Appointing Authority - This may be the first time someone outside the Human Resources Office becomes involved in the selection process. The meeting with the Appointing Authority/supervisor is important for many reasons:

- Conducts job analysis to lay the foundation for all actions (announcement, tests, etc.) taken during the selection process. May include other Subject Matter Experts (SMEs).
  - Identify the tasks or duties of the job.
  - Identify the competencies to perform those tasks.
  - Determine competencies important at hire and how much is needed.
  - Identify any minimum qualifications (MQs) that clarify the class MQs or are unique to the job.
  - Determine type, method, and length of recruitment.
  - Consider targeted recruitment and other special needs.

Announce Vacancy – Recruitment tool. If vacancy is announced as open competitive or statewide promotional must be announced on the Job Announcement Web site.

Review Applications – This is the first "exam" in the exam plan that will screen applicants into or out of the selection process. This "exam" is a pass/fail test against the announced MQs and does not result in a "ranked" list.

Determine Exam Plan – The following are considered in the development of the exam plan.

- Competencies to be measured
- Level and nature of position
- Applicant pool
  - Size
  - Location
  - Adverse Impact
- Practical considerations – available SMEs, time constraints, rooms for testing, etc.

Exam Development – The SME involved with test development, will usually be the supervisor or appointing authority. The HR Professional is responsible for the selection and/or development of any exam(s) used in the selection process. S/he is responsible for the exam and the administration and will defend the process if appealed or taken to court. The SME assists the HR Professional in the following tasks:

- Determine the test competencies to measure
- Develop questions to measure competencies
- Develop well-anchored rating or scoring keys
- Review existing tests for appropriateness

Administer & Score Exams and Establish Eligible List – This part of the selection function is exactly what it says the test(s) in the exam plan are administered and scored to establish a ranked list which is used for referral of the top 3 names to the appointing authority.

Refer Top 3 to Appointing Authority – This is the "administrative action" of providing the hiring authority with the top three scoring names from the selection process. The appointing authority should do the following:

- Interview all the referred candidates.
- Make appropriate investigations of candidate's previous employment, education, other credentials and any other requirements of the job.
- Conduct reference checks and/or full-blown background checks as needed.
- Notify all referred candidates of the hiring decision.

The HR professional provides assistance to the supervisor in drafting interview questions if needed.

APPENDIX B

Hiring Guide for the State of Colorado Personnel System Managers

Hiring Guide for the State of Colorado Personnel System Managers

ABOUT THIS GUIDE

Dear Manager:

One of the most important management decisions you will make is the selection of a new employee. How can you help to ensure that you get the best person available? How can you work optimally with the state personnel system in completing this crucial task? What is your role in the hiring process? The purpose of this guide is to give you a place to start in answering these questions.

The Manager's Role is Key

Not only are you the immediate hiring decision maker, your role at the very beginning of the hiring process is critical. The initial decisions you make about how to fill your vacancy --- and the way you communicate those decisions to others in the hiring process --- may well determine whether you get the best person available or not.

Use this Guide as a Place to Start

As a state manager with delegated hiring authority, you are a recognized expert in your work area. Your knowledge and experience regarding the vacancy you are about to fill are the immediate factors in determining how the hiring process will proceed in this case. But you will also be supported and assisted in this process by your on-site personnel staff and by the staff of the Colorado Department of Personnel's Human Resource Services Division. Some aspects of the hiring process may be useful after the hire, as you are developing the new employee's performance plan.

What follows is a step-by-step guide on how to use your own resources and those of the personnel system in hiring successfully.

Step One: It's your position - What do you want?
Step Two: Hiring authorities have many options
Step Three: Planning the hiring process with your personnel staff
Step Four: Interview carefully!
Step Five: Making your selection: Discuss your decision and check references

STEP ONE: It's your position - what do you want?

In your role as a manager, you often have great latitude in deciding how you wish to fill a position based on your particular needs. However, before you begin to look at some of your options, you need to address some basic questions and issues. These include:

- Does a vacancy on the staffing pattern actually exist?
- Are funds available to fill the position? Vacancy savings?
- Has the necessary approval to fill the position been obtained?
- Is there a current position description on file? Have any of the duties of the position substantially changed? Have the essential functions of the job been identified?
- Are there diversity considerations which should be addressed?
- Is succession planning an issue?

After these basic questions and any others unique to your agency have been answered, you are almost ready to begin exploring the different options for filling a position. However, before you can determine which of the options outlined in the next section you wish to use, there are a few other questions which your personnel staff can help you address. These include:

- Does a departmental reemployment list exist for the class? **If so, the reemployment list must be used unless the position is filled by a transfer or a non-disciplinary demotion.**
- Has a layoff in another department resulted in the displacement of employees whom you may want to consider? **Has the Governor imposed any kind of Executive Order mandating that laid off employees be given first consideration for vacancies?**

Other issues which you will want to look at in making your hiring decision are:

- What is the time frame for filling the position? Does the position need to be filled immediately or can some time elapse before the position if filled? If time is not an overriding factor, you may want to consider using a formal testing process. However, if the position needs to be filled immediately, you may want to consider transfers or contacting former state employees who are eligible for reinstatement.
- Does the position require special or hard-to-find qualifications? If so, this will play a large role in your employment decision. You may decide to fill the position through a formal testing process, which typically includes completion of a new job analysis.
- Do other factors need to be considered? For example, you may want to announce your position as a promotional opportunity to provide growth for existing staff.
- Do you have a good mix of employees in terms of enthusiasm, experience, diversity and perspective? Is there a path that allows for promotion and career development? Do you need to grow your own staff in-house through promotions, or can you rely on the labor market for experienced candidates for employment?
- Has the organizational mission changed, and does this affect the individual who will fill the position?

After you have addressed the issues outlined above, you will want to consider the following methods which you may use in filling your vacancy.

STEP TWO: Hiring Authorities Have Many Options

FASTEST - No testing required; hiring can be completed in a few days

NOTE: All appointees must meet minimum qualification for the class; for those indicated with A+≅, qualifications must be verified. For transfer applicants, it is also necessary to verify that applicants are eligible for transfer to the class for which the appointment will be made.

May be considered first, or concurrently with other options:

- □ + transfer
- □ + non-disciplinary demotion

Must be considered next, if above options are not used:

- □ + reemployment list within the division or department

May be considered next, if no department or division reemployment list exists:

- □ + reappointment - current employee (appointment to same, equivalent or related class as one from which previously demoted)
- □ + reinstatement - former employee (appointment to same, equivalent or related class as previously employed in)
- □ + reemployment list for other departments

RAPID - But may require testing (if more than three qualified persons apply); hiring can be completed in a few weeks

NOTE: *Testing is required if more than three qualified persons apply for a vacant position. Because of the constitution and statutes, the merit principle applies and only the three highest-ranking persons may be referred for a hiring interview.

May be considered next:

- □ * division promotional announcement (if a statutorily created division)
- □ * department promotional announcement
- □ * service wide (statewide) promotional announcement

MOST TIME-CONSUMING - But may be greatest opportunity to get best-qualified; hiring may be completed in four to nine weeks

- □ * open competitive selection

After considering and deciding on the best option(s) for your needs, you are ready to call your agency human resources (HR) staff for assistance in beginning the process to fill your vacant position.

Use the following information (Step Three) for your meeting with your departmental personnel staff, to ensure that your discussion covers all the important aspects of selection to meet your needs.

STEP THREE: Planning the Hiring Process with Your Personnel Staff

Throughout the process of selecting a new employee, you will be working closely with your agency personnel staff to collect and exchange valuable information and to develop and implement the most efficient hiring plan for your vacancy.

Although each human resource specialist will tailor a format to the unique characteristics of the vacancy and needs of your department, a common focus and main objective of any hiring plan is to attract and hire the most qualified and productive person for the job.

Before your first meeting with your department's personnel staff, you should consider, research and assemble certain general information. As the hiring authority and subject matter expert for your vacancy, you should review the items in the following checklist to prepare for initial discussions with your personnel staff.

1. Think about the nature of the POSITION

- ☐ Read the Position Description Questionnaire (PDQ) and Class Description (CD) for the vacancy. These are available from your personnel staff. Revise the PDQ if necessary. Ensure that the essential functions of the job have been identified.
- ☐ Review how the position fits into the overall organizational structure of the department, division and/or work unit.
- ☐ Identify the primary goals and objectives of the position.
- ☐ Consider the primary tasks, duties and activities of the position, particularly those which are most important for successful job performance. The tasks identified could then be used when the new performance plan is developed.
- ☐ Review performance evaluation criteria for previous incumbents, to help identify the most important job elements.

2. Outline how you would describe the "ideal" PERSON for the position

- ☐ Determine the competencies a qualified individual must possess and demonstrate.
- ☐ Note which of the competencies are critical in order to differentiate superior from barely acceptable applicants, and ultimately, to identify the best qualified candidate(s).
- ☐ List the minimum qualifications (i.e., education, experience, licenses, etc.) the person should possess in order to perform the job.

3. Identify the best RECRUITMENT STRATEGY to attract qualified individuals

- ☐ Thoroughly review your options for filling the vacancy (as discussed in Step Two: Hiring Authorities Have Many Options) and realistically explore the time frames within which you want to fill the position.
- ☐ Evaluate the geographic location, the current labor market, any unique aspects of the position which might deserve additional attention in advertising.
- ☐ Anticipate how many are likely to apply and/or try to forecast what you might expect from your "connections." Identify employers or persons who may be sources of potential applicants or who can provide advice about recruiting.

4. Miscellaneous considerations

- ☐ If the vacancy is NOT a newly created position, information from previous appointments can be helpful. (Depending upon the availability of historical data for the vacancy, you will work with your personnel office during the job analysis to confirm or modify important job information to aid in test development.)
- ☐ If testing will be required, contemplate which type(s) of test(s) (e.g., written, oral, performance) might best assess the competencies which are critical to successful job performance. Your personnel staff will assist you with this.

5. Final preparations (last, but not least)

- ☐ Determine the availability of other "subject matter experts" to assist in exam development and/or evaluation, employment interviewing, etc.
- ☐ Verify that all necessary paperwork has been completed and processed.
- ☐ Decide if you will want to review applicant information other than (or in addition to) the job application, and if so, when. For example do you want the top three individuals from a testing process to submit official transcripts or additional job references?
- ☐ Confirm that candidate qualifications have been **verified**.

List any questions you have about any facet of the hiring process. Before concluding the initial meeting, ensure that your questions have been answered AND confirm that both you and your personnel staff member have the same expectations as to how the remainder of the selection process will occur. Arrange your next meeting/contact and note any necessary preparation.

Once selection activities, including testing and referral of the top three candidates, are completed, your next step will be to interview the candidates referred to you for your vacancy. Use the following information (Step Four) to assist you in developing and conducting effective interviews.

STEP FOUR: Interview Carefully

Once you decide how to fill the position you will interview applicants to decide which person to hire. Usually the interviewer will be the supervisor or appointing official authorized to make a selection. You may wish to include a team of employees who will be working with the individual selected. Hiring decisions based on team interviews often result in hiring highly qualified employees who are readily accepted by their peers.

The interview process is your opportunity to ask the candidates questions to assist you in determining if s/he is the “best fit” for your job. You may wish to conduct a very structured interview with a prepared description of the job and office procedures, as well as a “standard” set of questions that will be asked of each candidate. Research has shown that a well-structured interview process typically produces more effective hiring decisions. Or the interview may be a “conversation” between you and the applicant.

Whichever interview format you select, it is important to limit inquiries to areas related to the job. Inquiries not related to the job must be avoided. During the interview you should talk about the job, its duties and responsibilities; the organization, its programs, achievements and benefits; career possibilities and opportunities for growth, development, and advancement; and the individual’s qualifications, abilities, experience, education, interests, and competencies.

It is also important to remember that under the Americans With Disabilities Act (ADA) it is illegal to refuse to hire a qualified individual on the basis of a disability if, with or without reasonable accommodations, the person can perform the essential functions of the job. If the candidate is a person with a disability who requests a reasonable accommodation, you may wish to contact your human resource office or your department ADA coordinator concerning the provision of the accommodation.

The **Colorado Civil Rights Division** can provide you with a guide that advises what inquiries are lawful and unlawful in an interview.

Remember to ask yourself, “How does the question I’m asking relate to the job?”, before you ask it during an interview. Contact your personnel office for assistance if you are uncertain if an inquiry you wish to make is legal.

STEP FIVE: Making your Selection: Discuss Your Decision and Check References

After interviewing the candidates for your vacant position, you will probably have a good idea of which person you want to hire. You may want to consider discussing your decision with your staff and with your supervisor, in order to get their final ideas, to Areality check≅ the information you have seen in the interview process and to expose any biases you may have.

This is also a good time to double check the information you have been provided. For example, does the doctor, nurse, engineer, CPA or attorney you are about to hire have a Colorado license in good standing? Have you checked with previous employers and read recent performance evaluations? A final reference check now may save a great deal of time, embarrassment or legal liability later.

Continue to work with your personnel staff

A final discussion with your personnel staff is important. This is an opportunity to review how well the hiring plan worked and to plan for future hiring processes.

In addition to informing personnel of your hiring decision and completing the hiring paperwork, take this opportunity to tie up any loose ends, such as planning to inform the unsuccessful candidates by a timely and courteous letter, and perhaps referring the best of them to other job openings.

When you encounter excellent employee candidates, make sure you alert your colleagues and other state offices. The list of persons referred to you can be used by other managers who are seeking to fill positions with the same qualifications.

If you believe that none of the persons you have interviewed is right for the job, you will need to consult your personnel staff to plan the next steps in your hiring process.

Hiring: Another Beginning

Now that you have made your hiring decision, you have come to the end of one process and the beginning of another.

In addition to making sure that your new employee receives an orientation and signs the necessary disclosures and other paperwork required of state employees, you will also need to a develop a performance plan within 30 days of the hire date, and a training plan that will ensure adequate development of your new employee.

This is the beginning of the probationary period for new employees and trial service for promoted employees. This time is the “final exam” for the newly hired employee. Use this time to determine if you made a good hiring decision. The employee should display good work habits, and the competencies needed for the job. This is the time that you, as the hiring manager, can have the greatest impact on the success or failure of the new employee on the job.

Within a year following the effective date of your hiring decision, you will be required to decide whether or not to certify your new employee. Check with your personnel staff to find out the exact date. If the hiring process has worked well and if you have made a good choice and trained your employee well, certification should not be a problem.

Plan to use all your resources, including the experience of your personnel staff as you continue to make these hiring and retention decisions.

APPENDIX C

Supervision in the State Personnel System
“The Most Frequently Asked Questions About Selection”

SUPERVISING IN THE STATE PERSONNEL SYSTEM

"The Most Frequently Asked Questions About Selection"

1. **"Why do we have to test to fill my vacancy?"**
   A couple of reasons. First, the State's Constitution requires that "appointments and promotions in the personnel system of the State shall be made according to merit and fitness to be ascertained by competitive tests of competence." Second, any way you select someone is a test; be it a review of a resume, an interview, or more formal tests. The "best" tests are those that will predict a person's future performance on the job. Your personnel staff should help develop and administer the best test possible.

2. **How long will it take?"**
   It all depends if recruitment is necessary to obtain qualified applicants and how long the recruitment lasts, the number of applicants to be tested, the types of tests to be given, the availability of testing rooms, or the availability of subject matter experts to help test the candidates. If a pre-tested applicant pool already exists, you could get referred applicants to interview immediately. If it is a one-step exam, it might take 2-3 weeks following recruitment. If a two-step exam is required, it might take 4-6 weeks. Additional factors that might affect the total time include the entire workload of your H.R. office and the exam specialist in particular. It also depends on how much time you can provide in the process.

3. **Can I be involved in the process?"**
   Most definitely! Not only can you be involved, to make sure that the process meets your needs you <u>need</u> to be involved. Your involvement is also important to the human resource person working with you. S/he needs your help in analyzing the job, in determining the exam plan, in designing the test, and in obtaining panel raters if a written or oral exam is used.

4. **What if I'm interested in someone in particular for my job?"**
   You should let your H.R. staff know this information. They won't design a test around the person but they will make sure that the person has every opportunity to compete in the process. If the person you are interested in is really one of the best qualified, that person should still be available for consideration at the final interview stage. You should not make promises to any potential candidate, as there are parts of the process that are beyond your control.

5. **Who decides how we test for the position?" What tests will be given?"**
   Ultimately, it is the H.R. Specialist's decision as to what tests are given. However, the Specialists do not make this decision in a vacuum. They need your input in the process. You should also ask them questions any time you don't understand what they are doing or if you have other ideas or thoughts. It is difficult to say what tests will be given. It depends on the critical competencies needed to perform the job as well as some administrative issues such as the number of applicants, level of the job, costs, and availability of raters.

6. **If we get a lot of people applying, how can we test to meet my needs?"**
   From the sound of your question, it sounds like you believe that you may lose control of the process or not be able to impact the process if a lot of people apply. If your needs are to fill the vacancy immediately that might not happen as fast if a lot of people apply. However, the tests used should still measure the critical knowledge, skills, and abilities needed to perform the job. Whatever your needs are, you should definitely share those with the H.R. staff working with you on filling your vacancy.

7. **Who determines recruitment?" "I want to recruit in certain areas; can I do that?" "Can I target my recruitment?"**
   Personnel Rules state that the appointing authority determines recruitment. The H.R. staff is available to provide information and guidance but ultimately, you decide. Targeting your recruitment for specific applicant groups is encouraged, especially if the job requires specific skills that are not available throughout the job market, or if you would like to ensure that specific applicant groups are included in the qualified pool. However, the state also promotes equal opportunity and fairness in the recruitment of applicants to all of the citizens of the state. You cannot recruit outside of the state without a waiver from the Personnel Board.

8. **Can I get more than three names?"**
   The State Constitution requires that the top three scoring individuals be referred for the final interview. However, if there are ties at the last place, all names that are tied are referred. Additionally, you could obtain names of persons who would like to transfer from another position in state government or persons who have left state government and are eligible to return or reinstate. If you are interested in these names, you should inform your H.R. staff person.

9. **What if I don't like the people referred to me for an interview?"**
   Again, notify your H.R. office. Be sure to document for each person what it is that you do not like. Depending on the reason (e.g., poor work history, falsifying application information), you may be able to obtain additional names. If it is simply not liking the person, you would not be able to get additional names but you would still be able to consider the other referred candidates plus any individual interested in transferring or reinstating.

10. **Are there certain things I should or shouldn't ask in the interview?"**
    There are definitely questions that you not only shouldn't ask but would be illegal for you to ask. And there are some questions that you most definitely should ask. The interview is probably the most important test, and yet, many times it is given the least amount of attention. You should plan ahead (possibly with your H.R. staff person) in the design and development of the interview process and questions. The interview provides you with the opportunity to evaluate the candidates on knowledge, skills, and abilities not tested or not emphasized in the testing process. It also provides an opportunity to evaluate the critical personal characteristics needed in your particular job and work environment. These characteristics could be things such as team work, leadership, motivation, work habits, relational skills, and anything else that would be a Abest fit" for you.

11. What if they don't work out on the job; do I have to start over?"

Not necessarily. You should determine why the employee Adidn 't work out." What are your expectations? Are they realistic? Is the training program that you have set up adequate? Did you ask the right questions in the interview? In addition, the eligible list that is established as a result of the testing is good for six months from the initial referral. There may be other names available on the list. I would suggest that you consult with your H.R. staff on other options that might be available to you also.

12. What about transfers, do I have to consider them?" Can I make them go through the testing process?"

No, you do not have to consider transfers. Transfers do not have to be on a list. It is a more informal process. You can interview them all or only the ones you want to. If your department has a policy on interviewing internal candidates as transfers that should be followed. For example, you may be required to interview all internal candidates. You can make transfers go through the testing process but then they might take up a place on the eligible list. You also can have transfers go through a more informal testing process that you could set up with the help of your H.R. staff. This might include work samples such as written correspondence, job tryout or performance such as producing a piece of work, or something else that would measure the tasks performed on the job. It definitely should be job-related, as should be all tests.

APPENDIX D

Operational Guideline – APPLICATION SCREENING

TECHNCIAL ASSISTANCE – APPLICATION SCREENING

Prepared by the Division of Human Resources in the Department of Personnel & Administration. Revised August 1, 2006.

GENERAL

The purpose of application review is to assure that applicants meet minimum job requirements before being allowed to proceed through an examination process. Generally, the goal is to include applicants rather than exclude. An applicant is responsible for providing enough information to allow a reviewer to make an "informed" decision about whether qualifications for the job are met. The same criteria and definitions must be applied to all applications during the review process to assure consistency.

PREPARATION

The announced job requirements are the standard against which applications are reviewed. Before beginning the screening process, assemble a list of the minimum requirements and substitutions criteria published in the job announcement. It is a good practice to work with the appointing authority beforehand to establish standards on how to deal with specific issues, for example, what is a related field of study.

The screening criteria include the following: Education, Experience and Other Requirements.

Education:	Fields of study. Related fields of study. Level of education. Appropriate substitution(s).
Experience:	Type (specific tasks, general in an occupation). Amount. Level or depth. Appropriate substitution(s).
Other Requirements:	Licenses, certificates, or registrations. Second language. Unique elements (i.e. willingness to travel, proficiency in a skill such as Microsoft Access, etc.)

REVIEW

To ensure consistency, a best practice is to review all applications at the same time.

Notes pertaining to the review of an application can be made directly on the application or on a separate screening document or form. A sample screening form has been provided to assist reviewers in getting started (Attachment A). Creating a written record of the reviewers' decisions related to each application enables information to be readily available if an applicant calls with questions. Keep the following questions in mind when reviewing applications:

- Am I consistently applying the screening criteria?
- Can I defend my decision?
- Would another reasonable person make the same decision?
- Could the decision be considered arbitrary or capricious?

Date Received – A best practice is to date stamp all applications upon receipt. Prior to starting the application review, decide how late applications will be addressed and apply that standard

consistently throughout the review. When reviewing the application, check the date the application was received or, if allowed by the job announcement, the "postmarked by" date.

Colorado Mailing Address – All applicants must reside in Colorado unless a residency waiver has been granted by the Personnel Board for the particular vacancy. Consequently, all applicants must present a Colorado mailing address. Applications from non-residents cannot be accepted.

Education

Degree and Study Field – Review for appropriate level of degree (BA, MA, etc.), field of study, and acceptable substitutions. If a transcript was requested in the job announcement, verify that a copy was received including the information it contains. If requested, and no transcript is submitted, the application may be rejected. At some point in the exam process the degree will need to be verified following the process established by your agency.

Conditional Accept – If an applicant has not graduated but is currently enrolled and will complete the required degree within 90 days, the reviewer may "conditionally accept" the application. This allows the applicant to compete in the exam process but not be eligible for referral until proof of the degree is provided.

Partial Credit – Partial credit toward a degree requirement may be given for completed college coursework that did not result in a degree.

General guidelines:

- An Associate's Degree (2-year degree) is equal to 60 earned credit hours.
- A Bachelor's Degree (4-year degree) is equal to 120 earned credit hours.
- A Master's Degree is equal to 150 earned credit hours.
- A Doctorate Degree is equal to 180 earned credit hours.

Use the following formulas to calculate the partial credit:

 # Hrs Completed / 30 semester hours = # of years credit toward Degree

Example: The applicant completed 40 semester credit hours toward a Bachelor's Degree requirement. The applicant could receive up to 1-1/3 year of credit toward the required degree (40/30 = 1-1/3 year).

Partial credit may be given if the applicant ***has a degree in a study field other than the required or related study field***. An applicant with a degree in an unrelated field would receive no more than two years (60 hours) of "core course" credit for the degree.

Some colleges/universities report their earned course hours in quarter hours (QH) instead of semester hours (SH). Use the following formula to convert quarter hours to semester hours:

Quarter Hours (QH) ➔ Semester Hours (SH) (QH x 2/3 = SH.)
Example: 45 Quarter Hours x 2/3 = 30 Semester Hours

Experience – Past and current work experience, both paid and volunteer is acceptable for determining qualifications. The reviewer may need to ask for clarification in some areas (e.g. clarify the job duties and percent of time spent in each area to determine if the applicant meets the experience requirements).

Duties – Read duty statements carefully. Job title is not enough to indicate qualifying experience. Duties described by an applicant should be analyzed looking for information on what work was performed, the scope and depth of work experience related to the minimum qualifications in the announcement.

Amount – Forty hours per week is considered full time. No additional credit is given toward the experience requirement for time worked over 40 hours per week.

Determine if experience is qualifying experience before making notation of amount of time in total years and/or months. If application information does not provide beginning and ending dates by month and year, the reviewer will follow the predetermined criteria for this situation (e.g., contact the applicant for clarification, not accept the experience, etc.). If only month and year are provided, count ending month but not beginning month (e.g., 6/05 to 9/05 would count as three months experience and 6/1/05 to 9/30/05 would count as four months experience).

Partial or Prorated – Anything less than 40 hours per week is considered part-time. Credit is given for part-time work but is calculated by prorating the qualifying experience using the following formula:

(# months worked x hours per week worked) / 40 = months credit

Example: An applicant works 20 hours a week and has worked for 24 months. Applying the formula: (24 x 20)/40 = 12 months of qualifying work experience.

Conditional Accept – The reviewer may "conditionally accept" an application if the individual is currently employed in qualifying experience and will meet the experience requirements within 90 days. This allows the applicant to continue in the exam process, however not be eligible for referral until proof of meeting the experience requirements has been provided.

Experience in Association with a Degree – Work experience gained as part of a degree or certificate program is counted only once as either "education" or "experience," but not both.

Substitutions

Experience for Education – State statute and State Personnel Rules require that experience be substituted for any required education unless the education is required by law (i.e., a doctor must have a medical degree).

Twelve (12) months of related experience is equivalent to 30 semester hours (one year) of education.

Refer to the definitions established in the job announcement substitutions for the required education when determining if the applicant's experience is equivalent to the required education. When substituting experience for education, experience must be at an appropriate level that provided the same kind, amount, depth, and breadth of knowledge and competencies that would be acquired by obtaining the required level of education.

The experience equivalent that may be substituted for the required education is determined by applying the formula:

Months of Qualified Experience x 2.5 = Semester Hours

Example: Four years (48 months) of experience is equivalent to a bachelor's degree (120 semester hours).

If the job requires both experience and education, look for qualifying work experience equal to the combined total number of years of ***both*** experience and education listed in the job announcement. In general, if the minimum requirement is 3 years experience and a bachelor's degree, then the applicant must have at 7 years of work experience to qualify based on experience alone.

<u>Education for Experience</u> – College credit in excess of the minimum requirements may be used to satisfy a deficiency in qualifying work experience. Education is considered in semester hours only. If the applicant's education is in quarter hours convert to semester hours using the formula:

Quarter Hours x 2/3 = Semester Hours

If the applicant's hours are reported in contact or classroom hours convert to semester hours using the formula:

Contact Hours / 16 = Semester Hours

To determine the amount of education to apply to the required experience, use the formula to convert semester hours to months of experience:

Semester Hours / 2.5 = Months of Experience

Education may be used only once to meet the education requirement <u>or</u> as a substitution for the experience requirement, <u>not</u> both.

For education to be substituted for the required experience it must be in a study field directly related to the work assignment.

Education for Education – Advanced degrees may be used to substitute for a lower level degree. The job announcement must clearly state when a higher-level degree will be substituted for the minimum requirements of the job. Example: "A master's degree in one of the required study fields may be substituted for the bachelor's degree."

Education for Education and Experience – At the discretion of the agency, advanced degrees may be used to substitute for a lower level degree **and** a portion or all of the required experience. The job announcement must clearly state that a higher-level degree can substitute for education and experience. Example: "A master's degree in one of the required study fields may be substituted for the bachelor's degree and one year of the required experience."

OUTCOME

When the application review is complete the reviewer will have a clear idea of which applications are "accepted" and "not accepted". If the reviewer is not sure about some of the applications a second review is recommended. The object of the second review is obtain input from another Human Resource Specialist, a supervisor, or a Subject Matter Expert (SME) who understands the job requirements of the position, or all three if necessary. However, the reviewer should make the final decision of accepting or rejecting these applications. It is a best practice to allow an applicant to continue in the process and allow the "test" to screen the individual out if the minimum requirements are marginally met.

NOTIFICATION

State Personnel Rule 4-13 requires all applicants who apply for specifically announced positions to be notified whether they qualify.

Acceptance – Normally an applicant who meets the minimum requirements is not notified of his as test scheduling notices serve in place of a separate notice of acceptance. However, agencies may choose to notify applicants who have been accepted, particularly if it will be several weeks before the testing process begins.

Not Accepted – Agencies are highly encouraged to provide the notification of an application rejection in writing. This includes applicants for internal "agency" positions if their applications are not accepted by the agency. Notification letters should state the reason(s) the individual's application was not accepted.

State Personnel Rule 8-102 provides applicants the right to request that the Personnel Director review any application rejected by an agency. The Rule also provides a 10-day timeframe following notice for the applicant to file such a request. Agencies are required to provide applicants notice of this right and timeframe. Because the date the applicant received notice of an application rejection is used to determine if the request for Director's review is timely filed, it is strongly recommended that agencies provide the notice of application rejection in writing in order to establish the timeline for an applicant's request of a Director's Review.

State Personnel Rule 8-101 allows applicants to attempt to informally resolve any disagreements pertaining to the rejection of an application with the agency within 5 days of notice of application rejection. Agencies are encouraged to use the information process to communicate with applicants to provide sufficient information so the reason(s) for the rejection of an application is fully understood.

An agency's attempt to informally resolve a disagreement pertaining to an application rejection does not limit the applicant's right to request that the Personnel Director's review. Additionally, any contact by the applicant or the agency in an attempt to achieve resolution of the application rejection shall not extend the 10-day time limit for the applicant to file a written request for the Personnel Director to review the matter in accordance with State Personnel Rule 8-102. For more information on the Director's Review of rejected applications, refer to Technical Assistance – Director's Review (Application Rejection) on the DHR website

Agencies have two options for providing information on the Director's application review process statement to the applicant: (1) include the statement on the Job Announcement, or (2) include the statement on the notice of application rejection letter to the applicant. Choose one procedure to ensure consistency within the agency.

An agency may design its own application rejection notice. The following information is required: (See Attachment B for a sample application rejection notice.)

- The application has been received and reviewed against the announced minimum requirements for the position.
- The specific reason the application was rejected.
- The applicant has 5 days from the date of receipt of the notice letter to contact the agency to informally resolve any questions pertaining to the announced minimum requirements or the rejection of the application.
- The name of an agency contact for answers to questions.
- (If not included in the job announcement) Notice that the applicant has a right to request the Personnel Director's review of the application rejection including that such request must be in writing and filed within 10 days from receipt of the notice.
- Specific information that is required in the request for the Personnel Director's review as listed in State Personnel Rule 8-102.

<u>Request for Testing Accommodations</u> – If an applicant has included a request for testing accommodations with the application form, the applicant must be contacted to discuss the request. For more information on testing accommodation, refer to Technical Assistance -- Test Accommodations for Persons with Disabilities on the DHR website.

ATTACHMENT A

SCREENING SHEET (Sample)

Job Title: *Administrative Assistant III*
Position
Number: *XYZ-1234*

Announcement Closing Date: *XX/XX/2006*

Name: _____ Applicant ID #: _____

Minimum Qualifications: _____

_____ Three years of general clerical experience

_____ Two years at the senior level

_____ Education substitution

_____ Other

ATTACHMENT B

Application Rejection Notice (Sample)

Date

Applicant's Name
Applicant's Address
City, State Zip

Registration Number:

Dear ***Applicant***:

Thank you for your interest in employment with the State of Colorado. Your application for ***(position title and department)*** has been received and reviewed by a Human Resources Specialist against the minimum requirements listed in the job announcement. Regrettably, your application does not demonstrate that you meet the following requirement(s):

(List the specific education or experience requirement(s) that is lacking.)

If you have questions regarding the review of your application, please contact me by **(either a specific date or no later than a specific number of days following the receipt of this letter)**.

(If you did not provide the due process notice for Director's Review on the Job Announcement, then the following information must be included in the application rejection letter.)

> *You may also file a request with the Personnel Director for review of this issue within ten days of the date of receipt of this notice. A request for Director's review must include: (1) Job title; (2) Agency involved; (3) Name of the agency representative spoken to during informal resolution attempts; (4) Date(s) of the conversation; (5) Specific issue; and (6) Reason(s) you believe the decision is arbitrary, capricious, or contrary to rule or law. Direct your request to:*
>
> State Personnel Director
> 1313 Sherman Street, Suite 122
> Denver, Colorado 80203

(Signature)

APPENDIX E

Operational Guideline – REFERRALS

TECHNICAL ASSISTANCE – REFERRALS

Prepared by the Division of Human Resources in the Department of Personnel & Administration. Revised January 19, 2007.

GENERAL
A referral list is generated from an eligible list and contains the names of the three highest-ranking candidates in alphabetical order who can be considered for appointment. In accordance with rules, all individuals who respond to a referral should be interviewed. An appointing authority may also consider the names of qualified individuals who wish to transfer or reinstate along with the names provided on the referral list.

Types of Referrals

Regular Referral - The three highest-ranking individuals on the eligible list are referred. If there are tied scores, additional names may be referred depending on where the ties occur in the ranking and the number of individuals involved. When a referral is made at a ranking where tied scores exist, all individuals with the same score are referred. See Attachment A for a sample referral.
Multiple Vacancy Referral – Applies when the same appointing authority is filling more than one vacant position in the same class and in the same location. The top three names are referred, along with one additional name for each additional position. The number of names the appointing authority receives is equal to the number of vacancies plus two. As with regular referrals, if there are tied scores in a multiple vacancy referral all individuals with the tied score are referred. See Attachment B for a sample referral.

Additional Names

An appointing authority may request additional names for consideration if a name is removed from the eligible list for one of the following reasons:

- Attempts to use political pressure or bribery;
- Unauthorized access to examination information;
- False statements or attempts to practice fraud and deception during the application process;
- Violation of state laws or regulations that may affect the ability to perform the job;
- No longer interested or available for employment;
- A record of unsatisfactory performance;
- Failure to meet the minimum qualifications;
- Refusal of an appointment or conditions previously indicated as acceptable;
- Evidence of use of substances that may affect job performance;
- Failure to meet the conditions of employment such as physical requirements or background check;
- Appointment to another position in the class for which the list was established;
- Failure to respond to a referral within the time allowed;
- Failure to report for an interview;
- Interviews with the same appointing authority and failure to be appointed after three referrals from a promotional or open-competitive list;
- Failure to report for any portion of the interview process;
- Failure to demonstrate proficiency in a required job-related competency (as announced); or,
- Other reasons with written approval from the Director of the DPA.

Refer to Technical Assistance – Removal of Names *for details regarding notification requirements when a candidate is removed from a list.*

Additional names are provided only when the list of remaining candidates is less than the minimum number of names allowed by rule for the type of referral. If the original referral contained more names due to tied scores, the appointing authority would not receive additional names until s/he has less than the allowable number. Example: A referral of seven names is made for three vacant positions due to a tie at the fifth rank. One of the individuals fails to respond to the referral and another is no longer interested. Although both reasons allow for additional names, the list contains five names for three vacant positions. Because the appointing authority still has a candidate for each vacancy plus two additional names, no additional names are provided. See Attachment C for a sample referral.

Incomplete Referrals

A complete referral contains at least three names for one position, with an additional name for each additional position. If fewer than three names (or number of vacancies plus two) are available, the appointing authority has the option to interview the individuals available and make an appointment or request a complete referral. If a complete referral is requested, the agency must:

- Cancel the existing eligible list for the position;
- Announce and recruit;
- Invite the individuals on the canceled list to apply and participate in the new examination;
- Test applicants;
- Establish the eligible list; and,
- Make a complete referral from the new list.

Notices to Applicants

All applicants referred to an appointing authority for a vacant position are to be notified of the referral. It is recommended that the notification be in writing and include the following:

- Job title of the position to be filled;
- Location of the job;
- Contact information (name and telephone number) of the person to contact for interview; and,
- Date by which to respond.

Once a selection is made, it is the responsibility of the appointing authority to notify the individuals who were not selected.

Time Limits

A minimum of seven days from the date of the written referral notice is allowed for applicants to respond to the contact person. If applicants are notified by telephone, a minimum of 48 hours is allowed for a response.

ATTACHMENT A

REGULAR REFERRAL

EXAMPLE 1: The following is an eligible list created for a single vacancy. The top three candidates would be referred: Williams, Aguilar, and Vandoozer.

REGISTRATION NUMBER: G3A2TA 06 13 1996 11 35
CLASS TITLE: ADMIN ASSISTANT I

NAME			SCORE
WILLIAMS	T		95
AGUILAR	T		93
VANDOOZER	K	J	88
LOVETO	S		87
GREEN	L	B	87
THOMPSON	D		86
READY	S		85
MCGOWEN	L	L	84
MCCOWN	L	J	83
HASTINGS	M	F	83

EXAMPLE 2: The following is an eligible list created for a single vacancy. In this example there is a tie at rank #1. Since there are two candidates at rank #1, both will be referred along with the candidate at rank #2 for a total of three names referred. The appointing authority would receive the following names: Giboney, Golucky, and Goodnight.

REGISTRATION NUMBER: H1G2TX 05 06 1998 08 50
CLASS TITLE: HUMAN RESOURCES SPEC I

NAME			SCORE
GIBONEY	A	A	89
GOLUCKY	H		89
GOODNIGHT	D	V	86
GONZALES	R		84
GHIA	C		81
GARRISON	A		70

ATTACHMENT B

MULTIPLE VACANCY REFERRAL

EXAMPLE 1: In this example, there are three positions to fill. The appointing authority receives five names (the number of positions (3) + 2 = 5). The top five individuals would be referred: Williams, Aguilar, Vandoozer, Loveto, and Green.

REGISTRATION NUMBER: G3A2TA 07 10 1998 11 35
CLASS TITLE: ADMIN ASSISTANT I

NAME			SCORE
WILLIAMS	T		95
AGUILAR	T		93
VANDOOZER	K	J	88
LOVETO	S		87
GREEN	L	B	86
THOMPSON	D		85
READY	S		85
MCGOWEN	L	L	84
MCCOWN	L	J	83
HASTINGS	M	F	83

EXAMPLE 2: In this example there are four positions to fill. The appointing authority is allowed six names (the number of positions (4) + 2 = 6). Since there are three candidates tied at rank #3, only the next score is available for referral. Since there is also a tie at rank #4, the appointing authority will receive both names for a total of seven names. The following names are referred: Williams, Aguilar, Vandoozer, Loveto, Green, Thompson and Ready.

REGISTRATION NUMBER: G3A2TA 08 04 1998 10 25
CLASS TITLE: ADMIN ASSISTANT I

NAME			SCORE
WILLIAMS	T		95
AGUILAR	T		93
VANDOOZER	K	J	88
LOVETO	S		88
GREEN	L	B	88
THOMPSON	D		86
READY	S		86
MCGOWEN	L	L	85
MCCOWN	L	J	84

ATTACHMENT C

ADDITIONAL NAMES

EXAMPLE 1: In this example, there is one position to fill. The original referral included the following names: Williams, Aguilar, and Vandoozer. Williams has accepted a job with another state agency and is no longer available. The appointing authority is allowed an additional name, the candidate at the next rank (#4), on the list. Since there is a tied score at that rank, both names are referred: Loveto and Green.

REGISTRATION NUMBER: G3A2TA 06 13 1996 11 35
CLASS TITLE: ADMIN ASSISTANT I

NAME			SCORE
WILLIAMS	T		95
AGUILAR	T		93
VANDOOZER	K	J	88
LOVETO	S		87
GREEN	L	B	87
THOMPSON	D		86
READY	S		85
MCGOWEN	L	L	84
MCCOWN	L	J	83
HASTINGS	M	F	83

EXAMPLE 2: The appointing authority has four positions to fill. Six names should have been referred but due to ties the appointing authority received seven names. The following names were referred: Williams, Aguilar, Vandoozer, Loveto, Green, Thompson and Ready. Ready was offered a position and declined it. The appointing authority is asking for an additional name. Because the appointing authority still has six names to select from for the four positions to be filled, no additional names can be referred.

REGISTRATION NUMBER: G3A2TA 08 04 1998 10 25
CLASS TITLE: ADMIN ASSISTANT I

NAME			SCORE
WILLIAMS	T		95
AGUILAR	T		93
VANDOOZER	K	J	88
LOVETO	S		88
GREEN	L	B	88
THOMPSON	D		86
READY	S		86
MCGOWEN	L	L	85