TECHNICAL GUIDANCE – POST-REFERRAL ASSESSMENT

Prepared by the Division of Human Resources in the Department of Personnel & Administration. Revised August 15, 2013.

GENERAL

The purpose of this technical guidance is to help ensure the appointment of excellent employees and to encourage a successful post-referral assessment strategy in a selection process.

Post-referral assessment begins when the names of job candidates are forwarded to a hiring manager for consideration after the comparative analysis process is completed. By rule and law, up to the top six candidates and, if a non-numerical assessment is used, any eligible veterans, are forwarded to the hiring manager. While the knowledge, skills, abilities and other personal characteristics of candidates are usually ascertained through the comparative analysis process, the primary purpose of post-referral assessment is to develop a richer understanding of the candidates, thereby improving the quality of the hire.

The methods of post-referral assessment are numerous and varied, and it is recommended that no matter which assessment is chosen, it should be applicable to the job and applied consistently. This guide is a supplement to the *Hiring Guide for Managers*, published by the Division of Human Resources, Department of Personnel & Administration. This guide discusses the legal parameters as well as suggestions for conducting this portion of the selection process.

Legal Parameters

When developing any post-referral assessment, caution should be exercised to ensure state and federal law are followed, and that any additional evaluation or assessment conducted after the referral is job-related. To be in compliance with state and federal law, it is important to limit inquiries to job-related topics. Inquiries not related to the job should be avoided.

When conducting a post-referral assessment, focus on 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, competencies and interests.

Prior to asking a question during an interview, one should consider, "How does this question relate to the job?" The Colorado Department of Regulatory Agencies, Civil Rights Division has published a *Pre-Employment Inquiries/Interview Questions* brochure.

This publication provides an overview of numerous areas of pre-employment inquiry including age, citizenship, disabilities, education, experience, marital status and relatives.

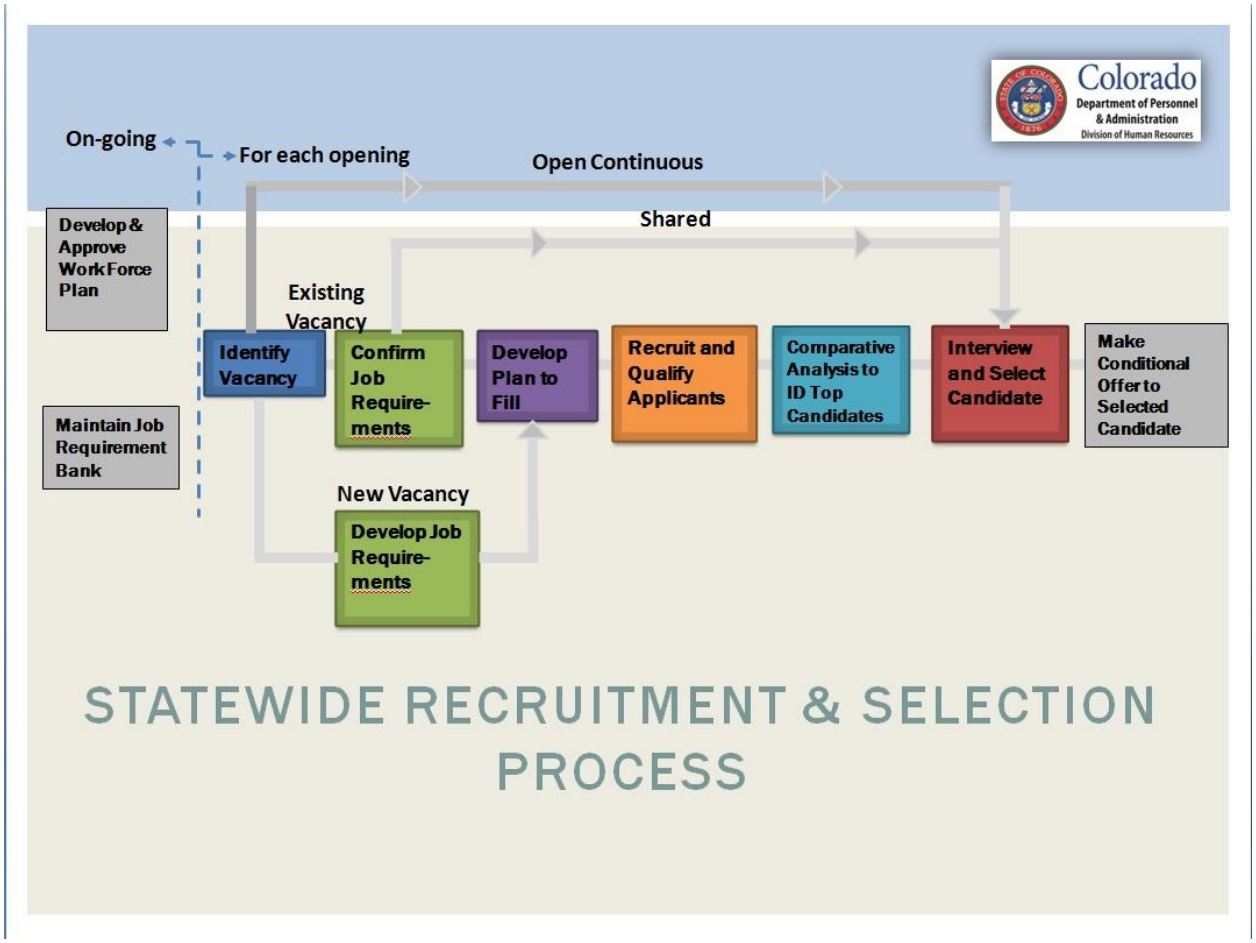
The publication gives options on how to effectively make necessary job-related inquiries to the above topics in a non-discriminatory manner. However, some topics such as race, religion, dependents, credit rating, arrests, birthplace and sexual orientation, may be perceived as discriminatory, and should be avoided.

Contact your human resources (HR) office for assistance if you are uncertain if a specific inquiry you wish to make is legal. Your HR professional and/or the Department of Regulatory Agencies,

Colorado Civil Rights Division can provide you with guidance as to which inquiries are lawful and unlawful in an interview.

POST-REFERRAL ASSESSMENT

The Statewide Recruitment & Selection Process graphic below is located on HR University (*Statewide Recruitment and Selection Process*).



As noted in the graphic above, post-referral assessment occurs at the end of a selection process. Post-referral assessment may be conducted in a variety of manners, some of which include: behavioral-based interviewing, writing samples, structured interviews, assessment centers, work samples, and realistic job previews. The goal of post-referral assessment is to further refine efforts to identify the most qualified candidate for a given position.

Among the many types of post-referral assessment, interviews are the most common. Interviews can be done in one or more stages. Interviews typically involve the supervisor or appointing official authorized to make a selection but may also include a team of employees or other stakeholders 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 and customers.

The interview process is an opportunity to ask candidates questions to assist in determining which candidate is the best fit for a job. The most successful interviews are conducted as a structured dialogue between the hiring manager and the applicant. Structured interviews include a standard set of questions asked of each individual interviewed, with follow-up questions asked as appropriate. Research has shown that a well-structured interview process typically results in more effective hiring decisions. There are numerous types of structured interview strategies that may be used in a selection process.

One type of interview process developed by Geoff Smart of ghSMART® is the screening interview. During a screening interview, candidates are systematically asked the following series of questions to ascertain their fit for the position:

- What are your career goals?
- Tell me how you have successfully interacted as a member of a team.
- What work project are you most proud of?
- What are your strengths and weaknesses?
- How would your prior/current boss rate you on your performance when we talk with them? Why?

Behavior-based interviewing is another effective type of structured interview. Behavior-based interviews are built upon the premise that the best predictor of future behavior is past behavior.

Some examples of behavior-based interview questions include the following:

- Please tell me about a time when you dealt effectively with an angry customer. What was the outcome?
- Please describe a situation from your past in which you were able to resolve a conflict between others. Was it successful?
- Describe how you have successfully initiated value-added change in one of your previous work settings.

For other examples of post-referral assessment, contact your HR professional.

Every attempt is made to keep this technical guidance updated. For more detailed information, refer to the Personnel Board Rules and Director's Administrative Procedures or contact your agency human resources office. Subsequent revisions to rule or law could cause conflicts in this information. In such a situation, the laws and rules are the official source upon which to base a ruling or interpretation. This document is a guide, not a contract or legal advice.

TECHNICAL GUIDANCE
DHR APPROVAL FOR PUBLICATION

This signature page is required for new technical guidance or when major policy revisions are made resulting from changes in law, rule, directives, or official interpretation. As of March 1, 2009, new signatures are not required for non-substantive revisions resulting from correction of errors (e.g., typographical or grammatical), or updating factual information (e.g., minimum wage, statute or rule cites) or illustrative samples. Readers should always check the date on the first page to ensure they are using the most current version.

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