

In an effort to increase efficiency, the Statewide Recruitment & Selection process was developed through a collaborative effort between statewide HR professionals and customers of the State of Colorado's recruitment and selection process.

- Step One: Develop and approve a workforce plan.
- Step Two: Identify vacancy.
- Step Three: Confirm or develop job requirements.
- Step Four: Develop plan to fill.
- Step Five: Recruit and qualify applicants.
- Step Six: Comparative analysis to identify top candidates.
- Step Seven: Interview and select candidate.
- Step Eight: Make conditional offer to selected candidate.

STEP ONE: DEVELOP & APPROVE A WORKFORCE PLAN

In your role as a manager, you often have great latitude in deciding how you wish to fill a position based on your particular staffing needs. As part of the Statewide Recruitment & Selection process, you may want to first consider developing a workforce plan in conjunction with a member of your agency's executive team (i.e. executive director, executive deputy director, chief operations officer, etc.) and a representative of your department's HR team. The workforce plan provides advance approval to fill certain positions for a certain period of time. Identifying career paths for employees and succession planning are other advantages of a workforce plan.

Together with your department's HR team, you may begin these steps to develop and approve a workforce plan:

- The department HR director obtains buy-in from the executive director (ED) and/or a member of the executive management team (EMT).
- The ED and/or EMT member identify the decision-makers who will draft the workforce plan. These decision-makers likely include, but are not limited to, division directors, the budget director, the chief financial officer and the HR director. These individuals may choose a designee or designees to represent them when drafting the workforce plan.
- The ED and/or EMT may identify the timeframe of the plan (i.e. fiscal year, calendar year, six months, etc.) and the scope of the plan (i.e. whole department or limited to certain divisions, classes, etc.).

Depending on your management position, you may have a critical role in one or more stages of the process:

1. Identify the time frame and scope of the plan if this has not already been determined.
2. Identify the minimum staffing requirements for the area(s) in the scope of the plan.
3. Identify gaps.
4. Determine what positions need to be filled.
5. Conduct risk/opportunity assessment.
6. Consider budget and accounting.
7. Obtain final approval from ED and/or EMT.
8. Develop and implement a communication plan.
9. Hold quarterly check-in meetings with the decision-makers.

If you don't have a workforce plan in place or the plan does not address the current position, you can start the selection process by proceeding to step two below.

STEP TWO: IDENTIFY VACANCY

The following questions will help you determine if a vacancy exists:

- Does a vacancy in the staffing pattern actually exist?
- Are funds available to fill the position?
- Does filling this vacancy impact the duties and/or classifications of other positions?
- Has the necessary approval to fill the position been obtained?
- Is there a current position description (PD) including an organizational chart on file? If so, review to determine if it is current or needs to be updated. If not, you will need to create a new one.
- Is succession planning or career path an issue?
- Are there any other unique considerations?

Another resource to help you further identify if the vacancy exists is your agency's HR Department. HR can help you address the following questions:

- Does a departmental reemployment list exist for the classification? If so, and it contains the name of a qualified and willing individual, you must use the reemployment list to fill the position according to State Personnel Board Rule and Director's Administrative Procedures (hereafter referred to as the Rules).
- Has a layoff in another department resulted in the displacement of employees whom you may want to consider?
- Are there any directives to be considered, such as Executive Orders, hiring freezes, ED's requirements, potential reduction of funding or budgetary changes, etc.?

After you have addressed the issues noted above, you may want to consider other issues in making your hiring decision such as:

- 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 is filled? If time is not an overriding factor and/or you have a significant number of qualified applicants, you may want to consider using a multiple-stage comparative analysis process.
- If there is an immediate need to fill the vacancy, do you know of a current State employee eligible for a transfer, voluntary demotion, or reinstatement, who would make an excellent candidate? If not, you may consider filling the vacancy with a temporary employee while the recruitment and selection processes are being conducted.
- Does the position require special or hard-to-find qualifications? If so, this will play a large role in your recruitment decision.
- Consider your current mix of employees in terms of experience and perspective. Conduct a prospective needs analysis, such as determining whether you have any talent gaps or need to supplement talent in any areas.
- 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? You may want to consider the vacancy as an

opportunity for internal promotion and then backfilling the resulting vacant position externally.

- Has the organizational mission changed, and does this affect the competencies required?

After you have addressed the issues noted above and identified any other factors that may need to be considered, the next step is to either confirm the job requirements of the position, or if the position is new, develop the requirements.

STEP THREE: CONFIRM OR DEVELOP JOB REQUIREMENTS

Together with your department's HR team, you will need to develop and implement the most effective hiring plan for your vacancy to attract and hire the most qualified person for the job.

Before meeting with your department's HR team, think about the nature of the position and consider researching and assembling certain general information. Review the items in the following checklist to prepare for initial discussions with HR:

- Review the current [Position Description](#) (PD) as the job may have changed. If necessary, revise the PD to accurately reflect the current duties assigned to the position. Ensure that the essential functions of the job are identified. If the vacancy is not a newly created position, information from hiring processes can be helpful. Review the [Class Description](#) for the vacancy. Identify how the position fits into the overall organizational structure of the department, division and/or work unit, and if necessary, update the position on an organizational chart.
- Identify the primary goals and objectives of the position.
- Identify the primary tasks, duties and activities of the position, particularly those that are most important for successful job performance. The key tasks identified will be useful in the development of the comparative analysis.
- Review performance evaluation criteria for previous incumbents; this may help identify the most important job elements.
- Review the minimum qualifications (i.e., education, experience, licenses and certification) for the position. The published minimum qualifications must be used; however, the fields of education and/or types of experience should be specific to the position.
- Determine the knowledge, skills, abilities and other personal characteristics (KSAOs) a qualified person must possess to be successful in the job along with preferred qualifications.
- Evaluate the geographic location, the current labor market, and any unique aspects of the position that might deserve additional attention during recruitment such as non-traditional work hours or required certifications.
- Develop a list of conditions of employment, if applicable, for the position. Common conditions of employment may include passing a background check, maintaining a valid Colorado driver's license, agreeing to a compensatory time agreement, being able to lift a designated amount of weight or perform other physical demands of the job, agreeing to being on-call, shift-work, and agreeing to travel independently throughout the state including during inclement weather and overnight stays.
- Anticipate how many applicants are likely to apply and, from your knowledge of the field, try to forecast the candidates you expect to be interested in and qualified for the position.

Identify employers, educational institutions, community organizations, social media, or professional organizations that may be sources of potential applicants or who can provide advice about recruiting. When you meet with your HR team, they will assist you in identifying other recruitment techniques.

- Consider which type of comparative analysis (e.g., resume review, oral assessment, performance assessment) might best assess the competencies that are critical to successful job performance. Have you used a certain type of assessment that worked well in the past? There are many different assessments available, and your HR team will review the options with you.
- Consider developing supplemental questions to use with the job announcement that may be effective in distinguishing and identifying key job-related information about an applicant.
- Determine the availability of other subject matter experts to assist in comparative analysis development and/or evaluation.
- Verify that all necessary paperwork (e.g. your department's Personnel Action Request form) has been completed and processed.
- Decide if you want to review applicant information other than, or in addition to, the job application, and if so, when? For example, do you want the individuals referred to submit official transcripts, additional job references, cover letters of interest or resumes?

Once you have covered all of the items in the checklist, meet with your department's HR team to ensure that your questions are answered and confirm that all involved have the same expectations as to how the remainder of the selection process will occur and to develop a plan to fill. Although important, speed of selection should not be the primary consideration when filling a vacancy. Getting the right fit for the job should drive the process.

STEP FOUR: DEVELOP PLAN TO FILL

Meet with your department's HR team to discuss the position's requirements, your announcement options outlined below, the timeframe to fill the position, and also comparative analysis options, which are discussed in more detail in step six.

Options prior to announcement

Before a position is announced, you may want to consider candidates who meet your identified needs and would be eligible for a transfer, voluntary demotion or reinstatement (your HR team can verify that they are qualified and eligible). No announcement or comparative analysis is required if a candidate is appointed in this manner. Please note that you can also announce the position and encourage transfers, voluntary demotions and reinstatements to apply in order to cast a wider net of qualified applicants.

Appointment via Transfer, Voluntary Demotion, or Reinstatement

- Transfer: the hire of a current State employee presently in the class being filled or in a different class with the same pay range maximum.
- Voluntary demotion: the hire of a current State employee presently in a higher classification.
- Reinstatement: the discretionary appointment of a former or current employee to a related or same class in which the person was certified and left in good standing.

Comparative analysis is not required. If considering a candidate for transfer, voluntary demotion or reinstatement, contact the candidate's supervisor for a reference. You may also contact HR office in their current or most recent department and review the candidate's personnel file prior to making an offer. Also consider the employee's status (i.e. certified, trial service) as you will not have the full trial service period to evaluate performance.

Announcement options

Once positions are announced, a comparative analysis is required if more than six qualified persons apply. The Colorado Constitution and State statute allow only the six highest-ranking individuals to be referred for an interview and considered for appointment (unless any portion of the comparative analysis is non-numerical, in which case any qualified individuals eligible for veterans' preference are also referred for interview).

While personnel rule allows appointing authorities to fill positions with a qualified individual eligible for transfer, voluntary demotion or reinstatement prior to recruitment, candidates who apply for an announced position and are so eligible are required to participate in the comparative analysis process. Such candidates will be considered and ranked along with all other candidates who participate in the comparative analysis process, and will only be referred for an interview if they are one of the six highest-ranking individuals.

Per Rule 4-14(C), once an appointing authority has made the decision to announce a position and engage in fair and open competition through a comparative analysis, they may not deviate from that decision unless the position is filled by another method of appointment due to a valid articulated business reason. Examples of valid articulated business reasons include placement due to a disciplinary or non-disciplinary demotion, trial service reversion, placement due to a return from military service, placement based on a return to work with restrictions or other business reasons justifiable under rule or law.

Promotional Recruitment

A promotional announcement limits the recruitment to current State employees only. Promotional announcements may be statewide, departmental or divisional. This determination should be made based upon the availability of qualified candidates.

Open Competitive Recruitment

All residents of the State of Colorado are eligible to apply under open competitive announcements. In addition, non-residents of Colorado are eligible to apply for positions located within 30 miles of the Colorado state border. In rare instances, the department may request that the State Personnel Director grant a wider-reaching residency waiver; however, the department must first demonstrate that there is an insufficient in-state applicant pool.

STEP FIVE: RECRUIT AND QUALIFY APPLICANTS

Once your announcement option is decided, you will want to decide how far and wide you wish to recruit for the position. Most classified positions are posted on the [CO-Jobs website](#); however, you have many other recruitment options. Examples include:

- Colleagues: Check with past or present colleagues working in the same field as your vacancy for possible applicants or recruitment ideas that have been successful.
- Employees: Current or former employees are an excellent source of referrals of qualified applicants for specific vacancies.
- Professional Associations or Publications: This type of recruitment can be used to target a specialized audience. Identify organizations related to the position and explore the potential to advertise your job posting, list serves or other means of networking with members of the organization.
- Social Media: Review your department's policy on social media and available technology resources to expand your recruitment on the internet beyond CO-Jobs.
- Job fairs: Participate in local or regional job fairs to attract potential applicants with the necessary competencies for your vacancy.
- Schools: Direct written communication with vocational schools, colleges or universities that have relevant academic majors may provide a good source of qualified applicants.
- Professional organizations: Many professional organizations have contacts lists, job bulletins or list serves through which you can target qualified applicants.
- Paid advertising: There are many paid print and web-based recruitment sources including Monster.com, Craigslist.org, Jobing.com, etc.
- ConnectingColorado.com: This website is maintained by the Colorado Department of Labor and Employment in partnership with Colorado workforce centers and is focused on connecting our local employers with job seekers. This service is free to state agencies.

Colorado Constitution and State statute require all appointees to meet minimum qualifications for the position being filled. Each classified position has minimum qualifications which must be met by applicants before they are allowed to participate in the comparative analysis process. Be sure to work with your department's HR team to specify the types of education and experience required for your vacancy.

After an announcement has closed, your department's HR team will review all applications to identify applicants who meet the minimum qualifications and any necessary special requirements.

STEP SIX: CONDUCT COMPARATIVE ANALYSIS TO IDENTIFY TOP CANDIDATES

Colorado law requires that appointments to positions in the State personnel system be made according to merit and fitness as ascertained by a comparative analysis of candidates based on objective criteria. The [*Technical Guidance Comparative Analysis*](#) published by the DHR, DPA is available. Personnel rules define comparative analysis as a process that utilizes professionally accepted standards comparing specific job-related knowledge, skills, abilities, behaviors and other competencies. Such a process may be numerical or non-numerical.

A comparative analysis process must be administered to any pool of more than six qualified applicants for announced vacancies in the state personnel system, and, at the discretion of the appointing authority, may be administered to a pool of six or less qualified applicants.

Keep the following in mind as you develop the comparative analysis with your department's HR team:

- The development, administration, and scoring of comparative analyses must be legal, moral, ethical and safe.
- Appointing authorities and hiring managers are strongly encouraged to actively participate throughout the selection process. The appointing authority is encouraged to engage at least two subject matter experts in the comparative analysis process.
- If a non-numerical comparative analysis is used for any step in the process, any candidates eligible for veterans preference who meet the minimum qualifications of the position will automatically be referred for interview; however, you may ask them to participate in the comparative analysis process.

After the comparative analysis process is completed, the appointing authority, or their delegate, will receive a list of candidates to be considered for the position. You may now begin the post-referral assessment process.

Personnel rule allows for the six highest ranking candidates, plus any eligible veterans if applicable, to be considered for the position. If the comparative analysis process results in fewer than six individuals eligible for consideration, you have other options available such as proceeding to the post-referral assessment or re-announcing to add to the list. If this is a possibility, make sure to discuss your options with your department's HR team.

STEP SEVEN: INTERVIEW AND SELECT CANDIDATE

The goal of any post-referral assessment, including interviews, is to further refine efforts to identify the best and most qualified candidate for a given position.

Post-referral assessments may be conducted in a wide-variety of ways, some of which include:

- Behavioral-based interviewing
- Writing samples
- Structured interviews
- Assessment centers
- Work samples
- Realistic job previews

Among the many types of post-referral assessments, 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 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 further assess if that individual is the best fit for your job. The most successful interviews are conducted as a structured dialogue between you and the applicant. Structured interviews include a standard set of questions asked of each individual interviewed, with follow-up questions asked as appropriate. Another consideration is asking each candidate a question related to a problem or challenge of the position for which you have been searching for a solution. Not only will each applicant be responding with their best answer to a

challenging question, but you will have a variety of possible solutions to assess to address the problem or challenge. Research has shown that a well-structured interview process typically produces more effective hiring decisions.

Whichever post-referral assessment 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 this step, 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, conditions of employment, work hours and the individual's qualifications, abilities, experience, education, competencies and interests.

Before asking a question during a post-referral assessment, remember to ask yourself, "How does this question relate to the job?" Contact your department's HR team for assistance if you are uncertain if an inquiry you wish to make is legal. Your HR office and/or the Colorado Civil Rights Division can provide you with a guide that advises what inquiries are lawful and unlawful in an interview. They will also assist you in finding other post-referral assessments or help you develop job-related, behavior-based inquiries. For post-referral assessment options, refer to [*Technical Guidance Post-Referral Assessment*](#), published by the DHR, DPA.

Finally, checking references is an important part of the post-referral assessment process. It's a good idea when scheduling an interview with a candidate to request they bring current contact information for past supervisors and other business references. If you are hiring someone who is a current or past state employee, be sure to make an appointment with the HR office in their current or most recent department to review their personnel file.

Upon successful completion of any post-referral assessments, you are now ready to make a conditional offer to the selected candidate. If you do not want to make an offer to any candidates in this pool, speak to your department's HR team for options.

STEP EIGHT: MAKE CONDITIONAL OFFER TO SELECTED CANDIDATE

A conditional job offer is an employment offer that is conditioned upon the successful completion of another event or additional requirement that the prospective employee must meet prior to obtaining the job.

Job offers may be conditioned upon various requirements, such as, the successful results of a drug test, medical examination, criminal background check, driver's license record check, reference checks, educational background checks, certification or license verification, and/or the successful results of any other job-related condition.

Although not required, it is recommended the conditional offer be put in writing. See sample letter below.

Sample Conditional Offer Letter to Candidate:

CONTINGENT OFFER OF EMPLOYMENT TEMPLATE
(IF INDIVIDUAL WILL NOT START WORK UNTIL BACKGROUND CHECK CLEARS)

HIRING DEPARTMENT NAME

Date

Dear _____

Re: Contingent Offer of Employment

I am pleased to inform you that you have been selected for the _____ position with the department of _____. Your initial salary will be _____ per month.

In the initial recruitment process you were advised that your acceptance of this position is with the understanding that the final appointment is contingent upon successful results of a background investigation. We will contact you as soon as the background check process has been completed. At that time, assuming successful results are obtained, we can determine the date when your employment will begin.

Sincerely,

HIRING AUTHORITY

Department Name

cc: HR Recruiter

Once the candidate has met all of the contingencies of the conditional job offer, it is also recommended to follow up in writing with an official offer letter. See sample letter below.

Sample Official Offer Letter to Candidate:

PERSONAL AND CONFIDENTIAL

Date:
Name
Address
City, State, ZIP

Dear _____:

I am pleased to extend a formal offer of employment with the State of Colorado for the position of _____ at [Department Name, Department Address]. Your monthly salary will be \$XXXX and you will report to me [or enter name of supervisor]. Your start date will be on [enter date].

The State of Colorado offers benefit programs to include annual leave, paid holidays, sick leave, medical and dental plans, life insurance and disability programs. Further, you are eligible for health and retirement savings benefits on the first of the month following your date of hire. Vacation and sick leave benefits become effective on your first date of employment; however, you will not have a balance available until after your first pay date. Also offered are various retirement savings plan which you may elect to join immediately. All other benefits become effective with your hire date.

On your first day of employment, you will be on-boarded at the [Name of Department] Human Resources Unit located at [enter address]. Please plan to be present at [enter time]. During your on-boarding you will be asked to provide identification and work eligibility documents required by the Immigration Act of 1986. Please review the list of acceptable documents on the enclosed I-9 Form and bring your records with you on your first day of employment. In addition, please bring

your social security card with you on your first day, as we must verify your number and name for payroll purposes.

Once again, [Name of Candidate], welcome aboard! You are joining a dynamic team at the Division of _____; we hope that you find the State of Colorado offers exciting career opportunities; and our dedication to quality service exciting. Please feel free to call [enter phone #] or email me at [Enter Email Address] if you have any questions. On behalf of the [Name of Division] and the State of Colorado we look forward to working with you.

Sincerely,

[Enter Name]
[Enter Title]

cc: Human Resources Unit

To indicate acceptance of this offer, please sign below and return a copy of this offer by [Enter Date]

Accepted Date

Once the hiring decision has been finalized, make sure that your new employee:

- Is scheduled for and attends new employee orientation;
- Signs the necessary disclosures and other paperwork;
- Receives a performance plan and a copy of the current PD within 30 days of the hire date; and
- If necessary, receives a training plan that will ensure his/her adequate development.

WRAP-UP & FUTURE PLANNING

A final discussion regarding your recruitment and assessment process with your HR office is important. This is an opportunity to review how well the hiring plan worked and to plan for future selection processes. Take this opportunity to tie up any loose ends, such as notifying the individuals who were not selected.

Remember that the best applicants are able to obtain job offers from a variety of employers with ease so it may be advantageous to maintain contact with the top candidates not selected. If the appointed person departs unexpectedly or another similar position becomes available, you will have recruits in your network.

When you encounter excellent potential employees whom you cannot hire, make sure you alert your colleagues, both within your department and in other state offices. Other managers who are seeking to fill positions with the same qualifications can use this list of excellent candidates.

After your immediate vacancy need has been filled, you may want to consider taking the steps to initiate a workforce plan as described in step one to make filling future vacancies more efficient.

Every attempt is made to keep this technical assistance 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.

Technical Guide Topic:	Hiring Guide for Managers of the State of Colorado Personnel System	
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