Hiring the Best

Participant Guide

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April, 2017

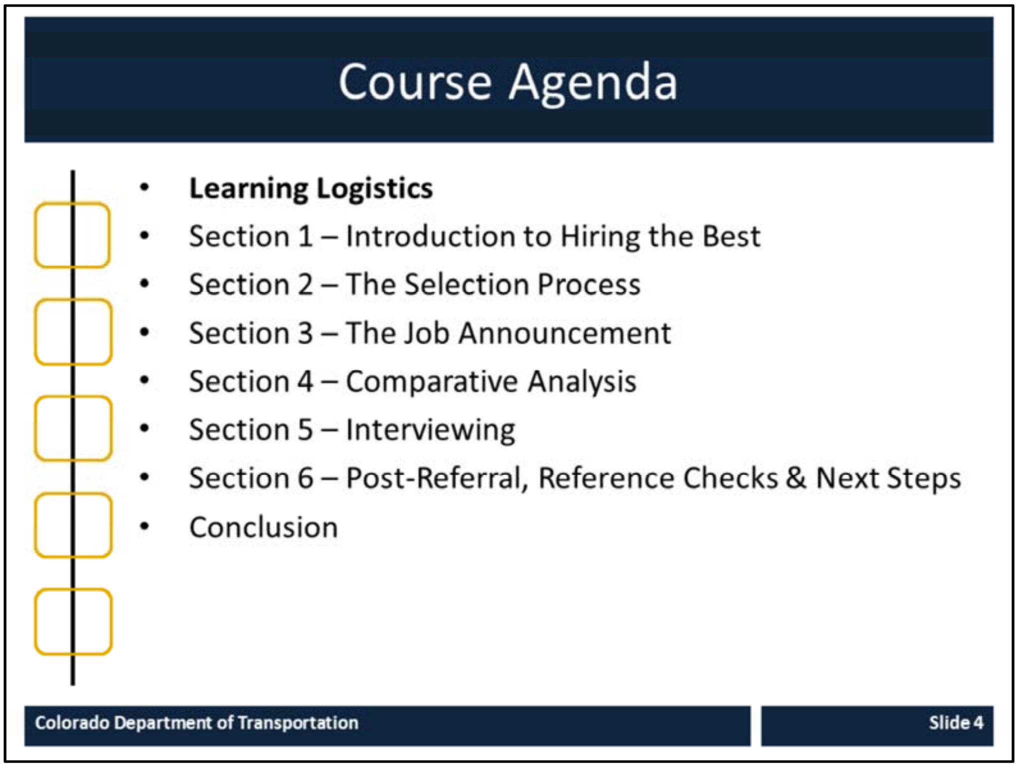
Colorado Department of Transportation

Hiring the Best

Notes:

This course is designed to help CDOT Hiring Managers understand the State of Colorado's rules and procedures regarding filling positions, and the process they go through to fill a vacant position.

Training Notes:



Training Notes:

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- **Learning Logistics – This section introduces you to the course, the objectives and expectations of the course**
- Section 1 - Provides an introduction to the selection process including the role of Workforce Staffing and why it is important to hire the best
- Section 2 - Explains how the selection process works and identifies the role of the Hiring Manager, Workforce Staffing, and the Appointing Authority
- Section 3 - Describes the job announcement and how it is used as a tool to identify the best applicants for a position
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- Section 6 – Explains the process used during the post-referral, reference checks and the additional actions that need to occur during the employment screening process
- Conclusion – This section summarizes the course and explains where you can get help if you need it

Course Learning Objectives

At the end of this course, you should be able to:

- Identify steps in the CDOT hiring process
- Define a job competency
- Describe the purpose of the sections of the job announcement
- Describe CDOT's comparative analysis process
- Define behavioral interviewing
- Describe effective interviewing techniques
- Describe the Hiring Manager's role in the post-referral and reference checking process
- Describe the steps to take between hiring decision and start date
- Describe the purpose of the probationary period

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Training Notes:

Notes:

The list on the slide above shows the high level learning objectives for the course. Upon completing it you should be able to perform each of the listed objectives. This slide repeats at the end of the course and you will be provided the opportunity to ask questions about anything you do not understand about the learning objectives and/or the course.

Participant Introductions

Please take a moment to share:

- Your name
- Your role within CDOT
- Your expectations of this course

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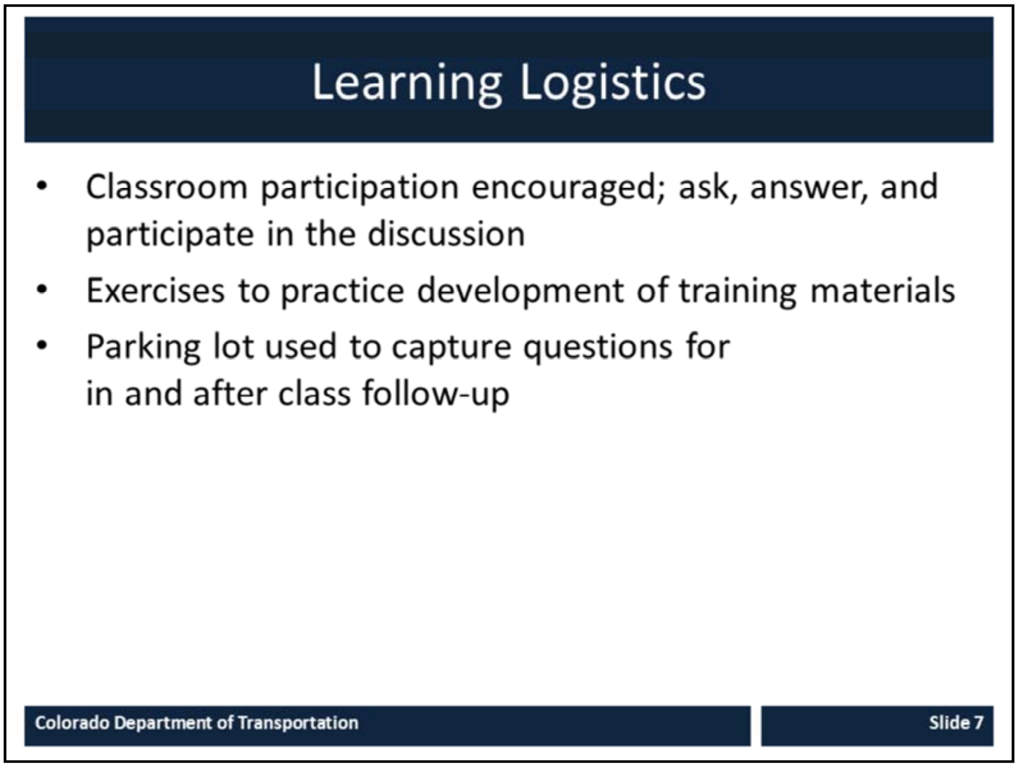
Training Notes:

Notes:

Please take a moment to introduce yourself to the other participants in the course and the instructor. When you introduce yourself, include your name, role within CDOT and any expectations you may have of the course.

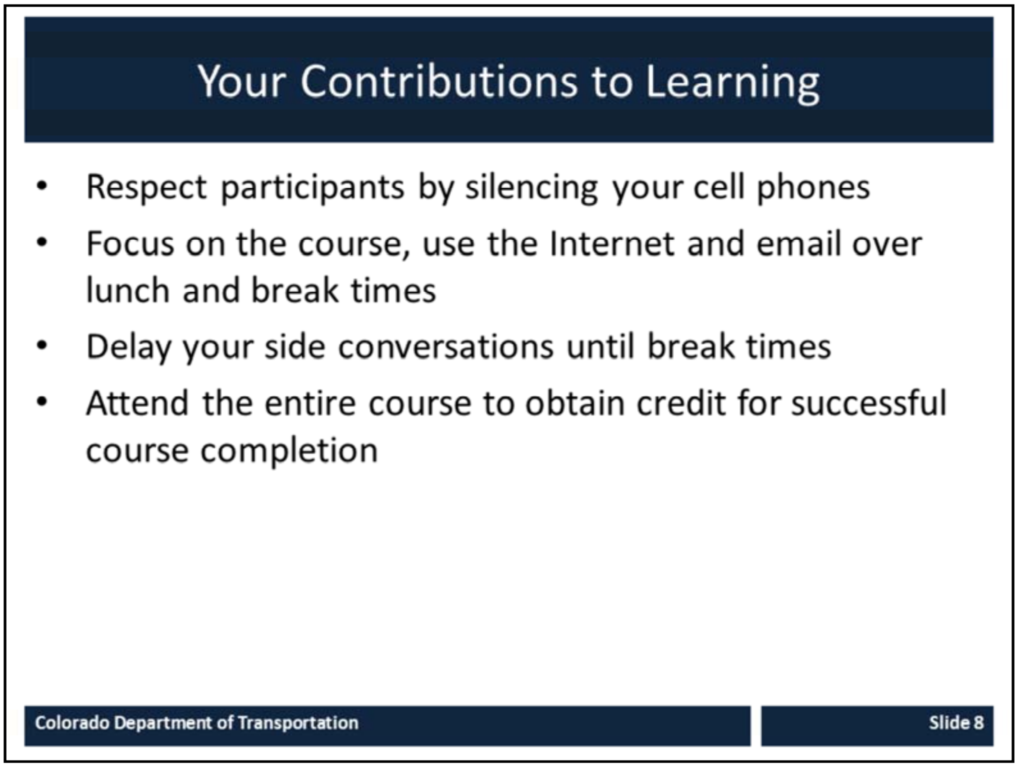


Notes:

This course is four hours long with a brief break in the middle of the course. When you are in the classroom please feel free to ask questions to the instructor and refrain from side conversations.

The exercises in this course exist to provide you with a chance to practice the content of the course, so please participate! If there are questions the instructor is not able to answer they will be added to the parking lot. The Instructor will provide an answer to you within three working days.

Training Notes:



Training Notes:

Notes:

During this course please:

- Turn off, or silence your cell phones. This is your time to learn.
- Refrain from browsing the Internet, sending/reading text messages, or sending/reading e-mails during class
- Participate in the course and listen, and refrain from having side conversations
- Be sure to attend the entire class to get credit for the course; *if more than 15 minutes are missed you will not get credit for attending the class*

Did you know…

At CDOT for Fiscal Year 15-16:

- CDOT is comprised of 2966 employees
- 293 employees separated (102 were TM Is)
- 287 permanent employees were hired (155 were TM Is)
- 258 employees were promoted (118 were reallocations)
- The turnover rate was approximately 10%

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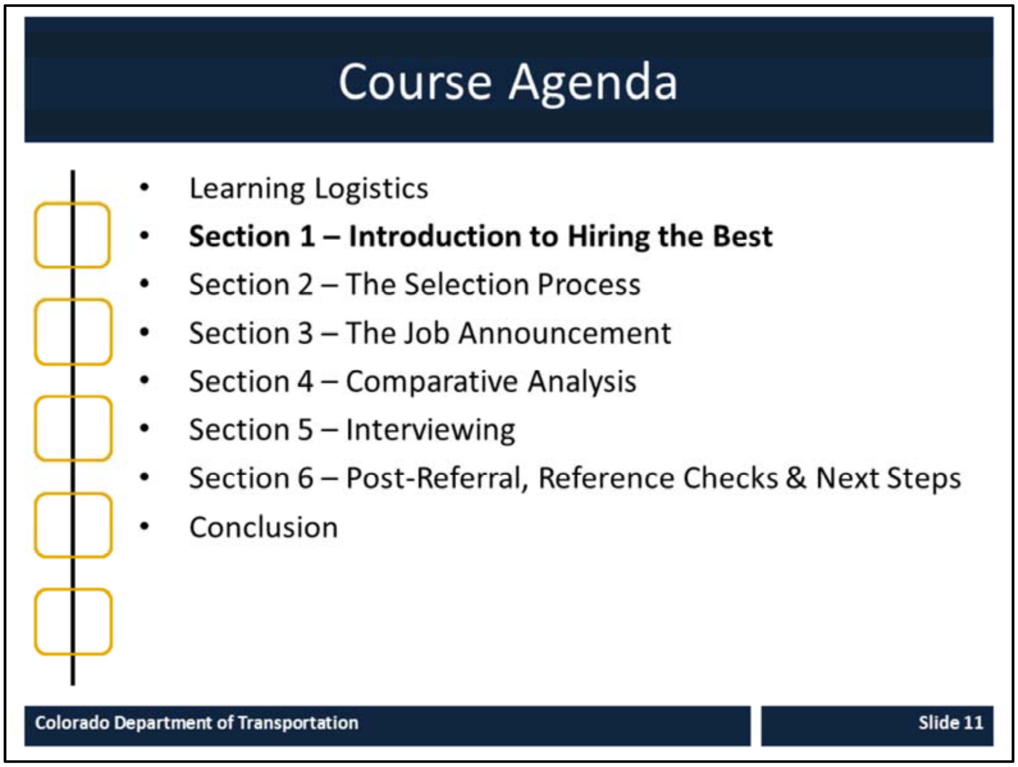
Training Notes:

Notes:

Tab 01 - Useful Links: CDOT's Annual Workforce Report

The following figures are from CDOT's Annual Workforce report. The report can be found online by going to http://intranet.dot.state.co.us/business/center-for-human-resources-management/chrm-reports This does not include temp employees, like Summer Engineering Temps and Winter Maintenance Temps.

Section 1
Introduction to Hiring the Best



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- Conclusion – This section summarizes the course and explains where you can get help if you need it

Section 1 Learning Objectives

At the end of this section, you should be able to:

- Describe the role of Workforce Staffing and the work they do for CDOT
- Identify the rules, regulations and standards used by Workforce Staffing during the selection process
- Describe why it is important to focus on hiring the best employees
- Identify the common costs of employee turnover

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Notes:

- Each of the learning objectives corresponds to a slide, or a series of slides, in this section of the course
- By the end of this section, you should be able to perform each of the listed objectives with the support of the training materials
- The section objectives are tied directly to the course objectives reviewed at the end of the course

Training Notes:

Terms and Concepts

- ***Turnover Rate*** – the percentage of employees in a workforce that leave during a certain period of time

Colorado Department of Transportation

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Notes:

Tab 02 – Terms and Concepts

- The following terms and concepts are critical to your understanding of this section of the course
- If you do not understand a term, please ask the instructor for additional clarification
- The reference material section contains a list of all of the terms used in this course

Training Notes:

Workforce Staffing

HR Specialists ensure:

- Best practices (e.g., Uniform Guidelines, DPA rules) are followed
- The selection process is legally defensible (e.g. avoid or defend appeals)
- CDOT hires the best employees who stay with us 6.2 years longer than the average employee

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Training Notes:

Notes:

While the traditional role of HR has been to enforce policy and procedures, this has changed as Human Resources has become a strategic partner with the regions and divisions with the goal of consulting with managers on how to attract and retain the best possible employees. Because of the need to follow federal and state guidelines there is still the perception about this role as being perceived as a road block. However, it is the responsibility of HR to think about both the needs of the manager ***and*** CDOT as an organization while providing knowledgeable advice on the best course of action in any given scenario.

To provide you with the best service, HR Specialists have gone through training such as DPA certification in selection processes, job evaluation, personal services, and have been hired for their HR knowledge and recruitment experience. During the selection process, remember the average employee works for CDOT for 11.6 years as opposed to 4.4 years for the typical private and public sector employee, so spending a little extra time with the selection of our employees is important.

Regulations, Rules and Standards

HR Specialists use the following rules during the recruitment process:

- Standards for Educational and Psychological Testing
- Uniform Guidelines on Employee Selection Procedures
- State Classification Standards and Minimum Qualifications
- State Personnel Rules
- Colorado State Constitution (Article 12 Section 13-15)
    - Residency requirement
    - Top 6 applicants
    - Veteran's Points
- Employment Case Law
- State Compensation Plan

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Notes:

Tab 01 Useful Links: State of Colorado Constitution
State Personnel Rules
Classification Standards and Minimum Qualifications
Compensation Plan

During the recruitment process the HR Specialist uses their knowledge of the following regulations, rules and standards to ensure your recruitment is compliant and defensible should it be challenged.

- **State of Colorado Constitution** – Outlines promotions and appointment of employees in the state personnel system must be made in accordance with merit and fitness (section 13), the requirement for the appointee to the position to reside in the state (section 13-6), the requirement for the person appointed to a position to be from the six highest ranking in the eligible and referral list (section 13-5) and the application of veterans preference to recruitment (section 15)
- **State Personnel Rules** – The State Personnel Rules are also used by the HR Specialist because they outline the creation and maintenance of the jobs, compensation for the position, the requirements of the job announcement, the creation of the employment list, its use and the process by which the employee is appointed to a position.
- **Standards for Educational and Psychological Testing** – The HR Specialist is trained to apply widely accepted standards to the assessment of applicants and the application of testing standards and application of standards to the scoring and interpretation of testing procedures.

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Training Notes:

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- **Uniform Guidelines on Employee Selection Procedures** – Processes outlined by the Equal Employee Opportunity Commission that require all organizations to apply uniform procedures to employment decisions, including interviews, review of experience or education from application forms, work samples, physical requirements, and evaluations of performance to provide equal employment opportunities to all applicants and prevent discrimination.
- **Employment Case Law** – In addition to all of the above, the HR Specialist is also familiar with employment and selection case law that establishes what can and cannot be done during the hiring process.
- State Compensation Plans – The compensation plans provide a compensation package to employee in the State personnel system.

Training Notes:

High Cost of Employee Turnover

Employee turnover costs include:

Hard dollar costs:
- Recruitment, screening, interviewing
- Training and management time

Inefficiency costs:
- Loss of productivity due to vacancy
- Loss of engagement/productivity from current employees
- Overworked employees covering vacancy
- Errors from new employees

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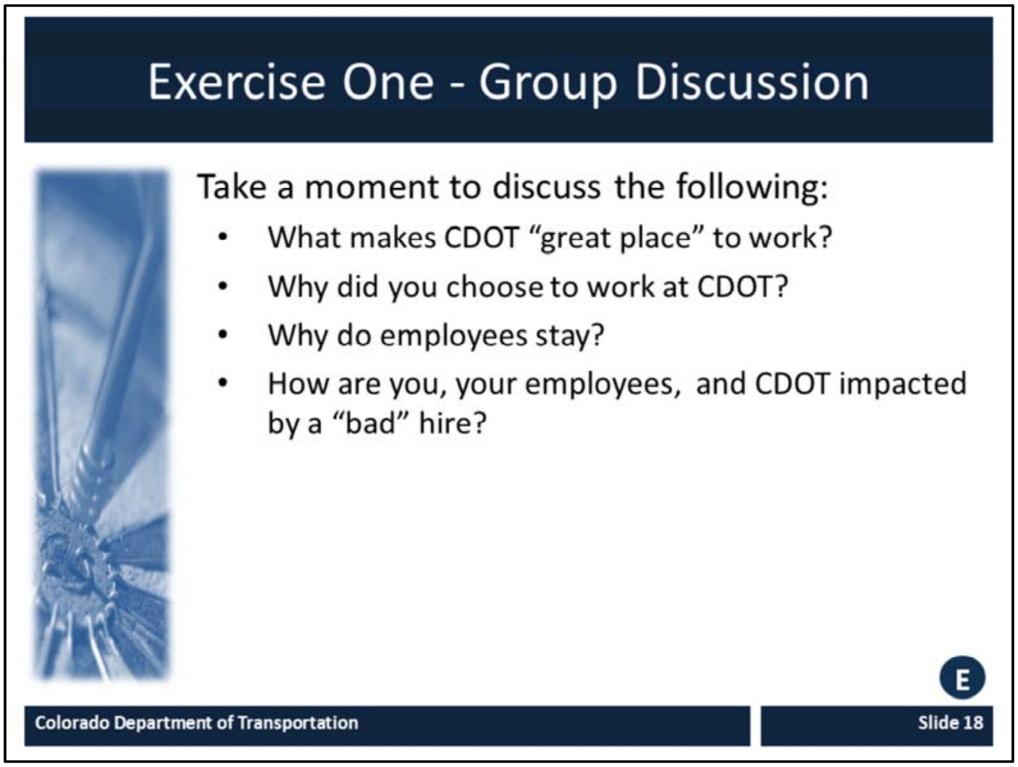
Training Notes:

Notes:

The average CDOT employee stays with us for 11.6 years. When an employee leaves the organization, there are two types of costs to the organization. While there is no hard and fast way to determine the cost of employee turnover, there are a variety of estimates on the cost.

According to the Society of Human Resources Management (SHRM), estimates for employee turnover include:
- 1.5-2x the annual salary of position
- Cost of a new hire - Aug 2016 SHRM survey said average is $4100
- 16% of annual salary for high-turnover, low-paying jobs (earning under $30,000 a year). For example, the cost to replace a $10/hour retail employee would be $3,328
- 20% of annual salary for mid-range positions (earning $30,000 to $50,000 a year). For example, the cost to replace a $40k manager would be $8,000



Training Notes:

Notes:

As a group, take five to ten minutes to discuss the first three questions on the slide. When you are done discussing the first three question discuss the impacts of fourth question on your employees and CDOT as a whole. Place any notes you may have under the question.

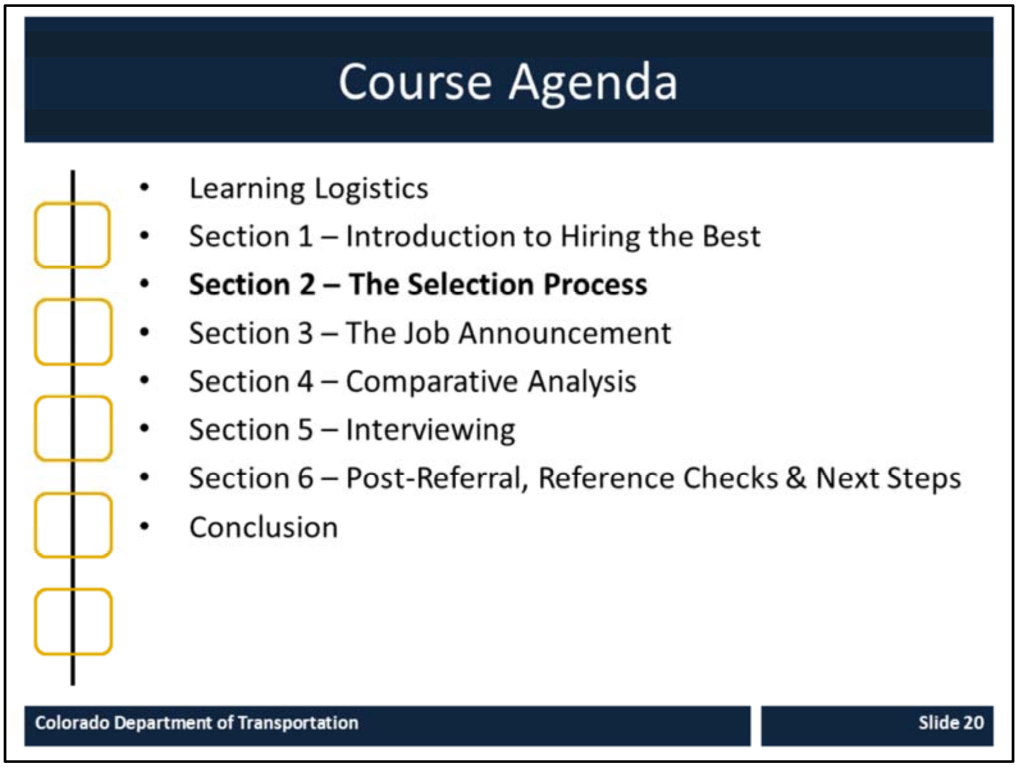
- What makes a “great place” to work?

- Why did you choose to work at CDOT?

- Why do employees stay?

- How are you, your employees and CDOT impacted by a “bad” hire?

Section 2
Introduction to Hiring the Best



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Section 2 Learning Objectives

At the end of this section, you should be able to:

- Identify the steps in the selection process
- Describe the following roles in each step of the selection process
  - Hiring Manager
  - Workforce Staffing (HR Specialist)
  - Appointing Authority

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Training Notes:

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Terms and Concepts

- ***Position Description Questionnaire (PDQ)***: The job description unique for each state position
- ***Personnel Change Request (PCR)***: The action in SAP that is taken to make changes to positions or personnel
- ***Minimum Qualifications –*** The screening criteria, which can include education, experience, licensure, and certification, used to identify which applicants possess the minimum skills necessary to perform the job duties
- ***Comparative Analysis*** – A process that utilizes professionally accepted standards that compares specific job-related knowledge, skills, abilities, behaviors and other competencies
- ***Eligible List –*** A list of persons who have successfully passed through a comparative analysis and may be considered for appointment. Referrals are drawn from this list
- ***Referral List*** – A list of the top six individuals drawn from the eligible list who are to be considered by the appointing authority

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Training Notes:

Notes:

Tab 02 – Terms and Concepts

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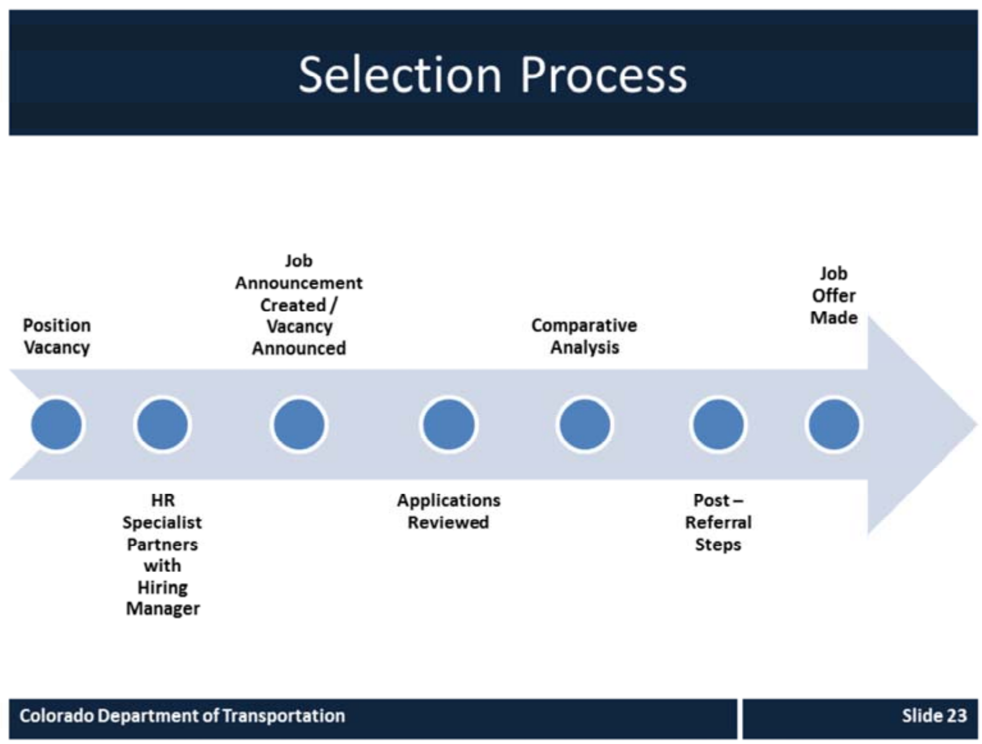

Notes:

Tab 01 - Useful Links: State Job Opportunities
Connecting Colorado
Job Offer Templates
Tab 03 – Selection Process Visio

Position Vacancy – After a position has been declared vacant or soon-to-be vacant, the Region or Division must determine internally whether they'd like to fill the position and get any associated approvals. If proceeding with the selection process, then a signed PDQ must be submitted to the HR Specialist. If the position is being reclassified or there are changes to the PDQ, then additional steps might be required, up to and including:

- An evaluation of the job duties that need to be performed
- Budgeting of the position (discussed with the Appointing Authority)
- A discussion with the HR Specialist if there are new or major changes to the job duties or PDQ
- A discussion of how the position will be filled, for example, transfer, promotion, open competitive or reinstatement.
- Once the PDQ is approved by HR, a Request to Fill PCR needs to be submitted

HR Specialist Partners with Hiring Manager – During this stage the HR Specialist and the Hiring Manager work together to describe the vacant position and the ideal applicant to fill the position. Prior to meeting with the Hiring Manager, the HR Specialist reviews all of the documents associated with the position including the old, new and other similar PDQs, other similar PDQs and past job announcements. The Hiring Manager describes the position to the HR Specialist and provides details about what Knowledge, Skills, Abilities and Other Characteristics (KSAOs) they need from the position. This is a good time to also plan the proposed stages of the selection process, including designating panel members, timelines and key dates.

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Training Notes:

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Job Announcement Created / Vacancy Announced - After the meeting between the HR Specialist and the Hiring Manager the job announcement is created and finalized and the dates for the announcement are established. The strategy for communicating the position to applicants is also formalized, which includes:

- The State Job Opportunities website – The main State job page found at: https://www.Colorado.gov/jobs
- Connecting Colorado – The State of Colorado Department of Labor page found at: https://www.connectingcolorado.com/
- CDOT Social Media accounts (Facebook, Twitter, LinkedIn)
- Professional and trades publications - Let your HR Specialist know if there are any professional or trade associations, websites or publications you think would be good sources to find candidates. The costs of doing so need to be paid by your region/division
- Spreading the word about the open position within your own networks, including encouraging employees with the skillsets needed within the State and CDOT to apply. Make sure you don't promise the job to anyone or provide any extra assistance/information to any particular candidate(s) to ensure a fair and open competitive process. If ever in doubt, ask your HR Specialist.

Applications Reviewed – During this step the HR Specialist conducts a review of all of the applications against the minimum qualifications listed in the announcement and discusses with the Hiring Manager if the recruitment needs to be extended based on number of applicants and their qualifications. Once all applications are reviewed, notifications are sent to all candidates to notify them whether they have met minimum qualifications or not. The HR Specialist then touches base with the Hiring Manager to discuss whether to proceed with the comparative analysis or go straight to referral. If there are six or less qualified applicants then the recruitment may go directly to referral, but the eligible list will be unranked and all referred applicants must be considered.

Applicants Assessed / Eligible List Created – After the applications are reviewed for minimum qualifications, and if it doesn't go straight to referral, candidates are assessed for the key competencies (KSAOs) of the position. The qualified applicants can be assessed in a variety of ways including a structured application review, essays, structured interviews (oral panel), knowledge tests and/or other means. Once ranked, the passing applicants are placed on an eligible list and the top 6 names are referred to the Hiring Manager for further consideration. Part of the discussion on the creation of the eligible list is the cutoff point used to determine which applicants move forward, the date it will expire and if it can be used for other positions.

Top Six Applicants Interviewed – As the Hiring Manager, you must interview all of your referred candidates for the position. Coordination and scheduling is the responsibility of the region or division.

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Training Notes:

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Job Offer Made - As the Hiring Manager, you can hire any one of the referred applicants based on who you feel is the best fit, considering their application, performance on the comparative analysis, interview, reference checks, etc. Just be sure to:

- Let your HR Specialist know who your top candidate is after final interviews and reference checking is completed. They will then work on a salary analysis to determine HR's salary recommendation
- Follow your region or divisions' guidelines requesting approval for making a job offer, pay range guidelines and rules
- After the salary is approved and finalized, call the applicant of choice and make a verbal conditional job offer (be sure to be ready to answer common questions about the position such as pay, start date, benefits being provided)
- Follow-up on the verbal job offer by drafting a conditional job offer letter using the templates found at: http://intranet.dot.state.co.us/business/center-for-human-resources-management/HR-documents/job-offer-letters Once the letter is signed by the region/division, HR will extend the formal letter to the applicant
- Once the job offer letter has been signed and returned by the candidate and the pre-employment steps have been passed by your top candidate, your HR Specialist will follow up with the other referred applicants via email to let them know they weren't selected
- Whether the selected candidate is a new hire or existing employee, a PCR needs to be submitted to finalize the selection.

Training Notes:

Training Notes:

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Tab 04 – Permanent Employee Checklist
Tab 05 – Temporary Employee Checklist
Tab 06 – Reallocation Checklist

The following list the role of the Hiring Manager during the selection process:

- Partner with the HR Specialist regarding the vacant position and the process you would like to use to fill it
  - Ensure the PDQ for the position is updated and accurate and submit signed PDQ to HR for review
  - Submit request to fill PCR
  - Review the announcement for accuracy before HR Specialist posts it
- Provide review and input on comparative analysis process
  - Provide names for the application review, oral panel and other steps
  - Determine target dates for comparative analysis steps
  - Provide input on application review criteria, oral panel questions and topics
- Conduct final interviews in person or by phone
- Conduct reference checks of your top applicant(s)
- Determine final "preferred applicant" and inform HR Specialist to trigger salary analysis
  - Upon receipt of salary analysis, get salary approval from Region/Division/HR/Deputy Director as needed and negotiate salary with preferred applicant
- Use templates to create conditional job offer letter, including salary and proposed start date (preferably at least 2 weeks out from offer date).

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- Get Regional/Divisional approval and signatures for conditional job offer and submit it to HR Specialist.
  - The HR Specialist will extend the job offer to the preferred applicant and instructions start the background check
- Conduct any additional pre-employment screening steps once preferred applicant passes the background check. Additional pre-employment screening steps may include drug/alcohol testing, DOT physicals, etc.
  - Inform HR Specialist if applicant fails any of these additional screens and is removed from consideration so that HR can send the appropriate official applicant notification
- Once your preferred candidate passes the pre-employment screening, contact them to confirm start date, what to bring on their first day, etc
- Submit correct PCR (Hire Non-CDOT Employee, PDT, etc.)
- New hires must start on a Monday or the first of the month and their start date must be a working day and remember the PDT PCRs must be received by noon Wednesday for an effective date of that following Saturday

Training Notes:

Role of Workforce Staffing

The role of the Workforce Staffing is to:

- Serve as an adviser to the Hiring Manager to ensure a legally defensible selection process
- Accountable for the job announcement
- Conduct review of applications against the minimum qualifications
- Partner with the Hiring Manager to complete the comparative analysis process for applicant ranking
- Conduct salary analysis
- Extend official offer letter to the applicant
- Facilitate the background check process

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Training Notes:

Notes:

The following are the roles of the Workforce Staffing during the selection process.

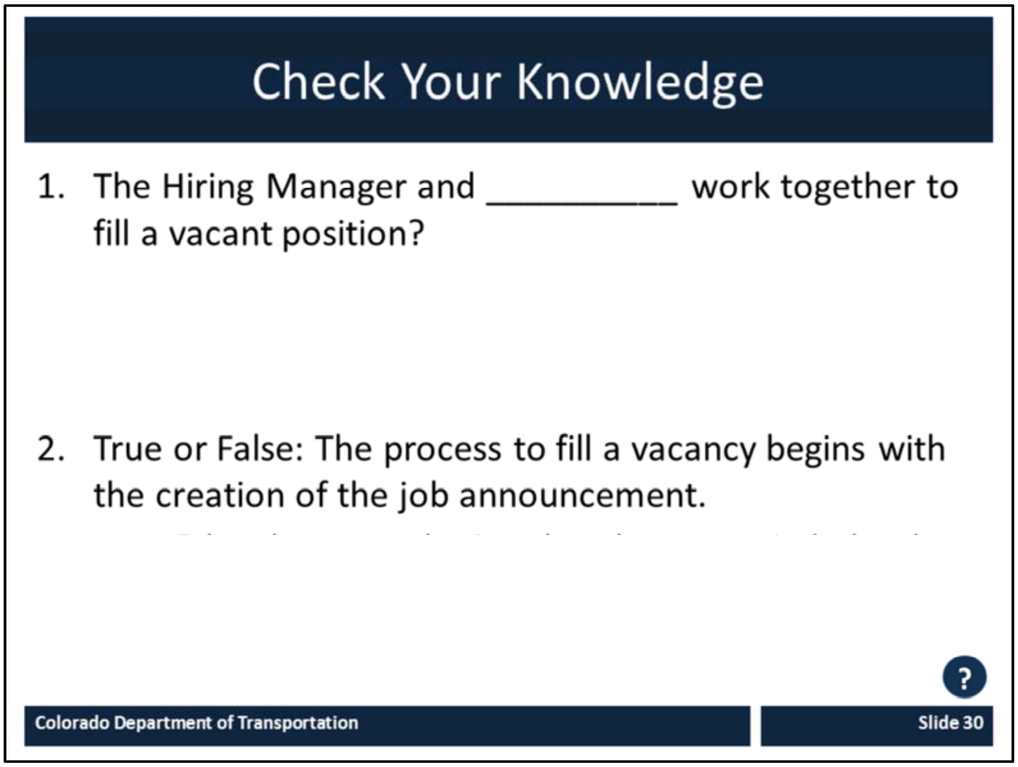
- **Serve as an Adviser to the Hiring Manager** – The HR Specialist works with the Hiring Manager to answer all of their questions about the selection process, provide recommendations and maintain a legally defensible selection process
- **Accountable for Job Announcement** - The HR Specialist is accountable for the language used on the job announcement to describe the position and the process. The HR Specialist also places the announcement online through the NEOGOV website
- **Conduct a Review of the Applications**– Prior to the applications being sent to the Hiring Manager the HE Specialist conducts a review of applications against the minimum qualifications to eliminate any applicants who are not minimally qualified for the position
- **Partner with Hiring Manager to complete the Comparative Analysis Process**– The HR Specialist works with the Hiring Manager, providing consultation on the best way to assess candidates in the most efficient and legally defensible way
- **Conduct Salary Analysis** – The HR Specialist completes the salary analysis and provides a recommendation about how much the employee should be paid
- **Extend Official offer letter to the applicant** – The HR Specialist reviews the offer letter for accuracy and sends the letter to the applicant along with instructions on the background check
- **Facilitate the Background Check Process** – The HR Specialist manages the background check process and informs the Hiring Manager of the results when the process is complete

Notes:

The following are the roles of the Appointing Authority during the selection process:

- **Approve or reject starting the Selection Process** – The Appointing Authority is responsible for approval of beginning the hiring process based on the available budget and the needs of the department
- **Approve the final PDQ** – If there are going to be changes to the position, the Appointing Authority needs to approve the final PDQ prior to the position being filled unless it is a standard TM I, II or III
- **Approve the Request to Fill** – The Appointing Authority must approve the Request to Fill once it is routed

Training Notes:



Training Notes:

Notes:

Now let's have a quick review of what we have learned so far. When you are provided with the answer place it in the space below:

Question One

The Hiring Manager and _____________ work together to fill a vacant position?

Answer:

____

____

Question Two

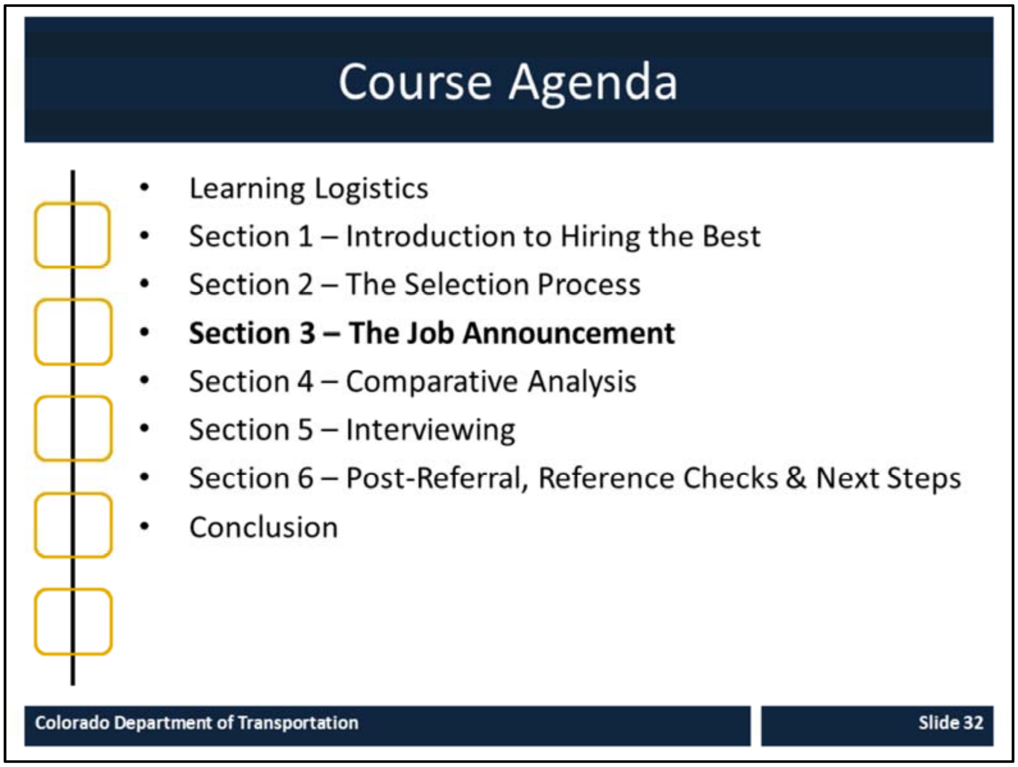
True or False: The process to fill a vacancy begins with the creation of the job announcement.

Answer:

____

____

Section 3
The Job Announcement



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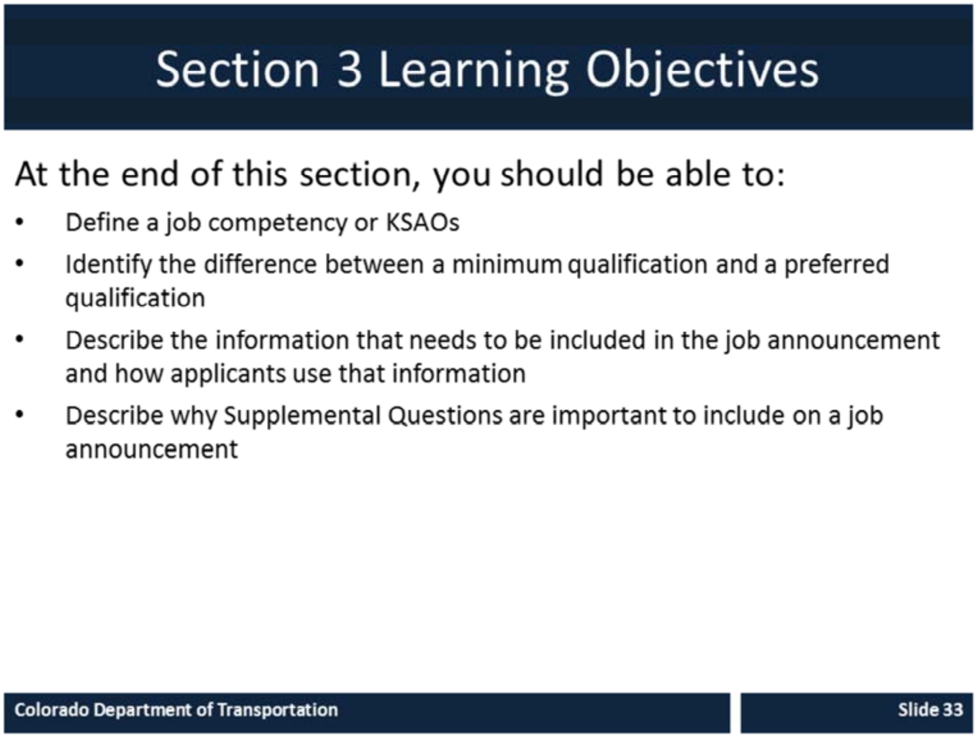

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Terms and Concepts

- ***Competency/KSAOs*** – Knowledge, skills, abilities, and other characteristics that contribute to successful job performance
- ***Minimum Qualifications*** – The screening criteria, which can include education, experience, licensure, and certification, used to identify which applicants possess the minimum skills necessary to perform the job duties
- ***Preferred Qualifications*** – Qualifications that are desired for a position, but not required as a minimum qualification
- ***Special Requirement*** – Unique job requirements, in addition to the minimum requirements, necessary for a specific position
- ***Supplemental Questions*** – Questions embedded in the application which ask applicants about their preferences, background, interest and/or experience with various job related tasks

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Notes:

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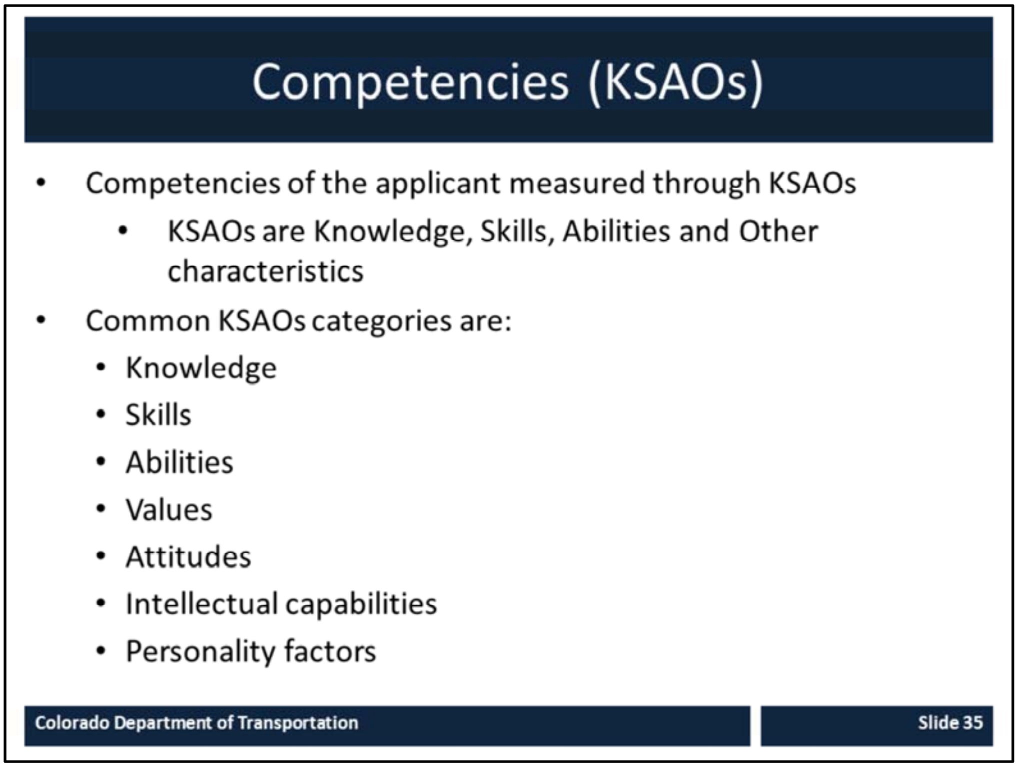
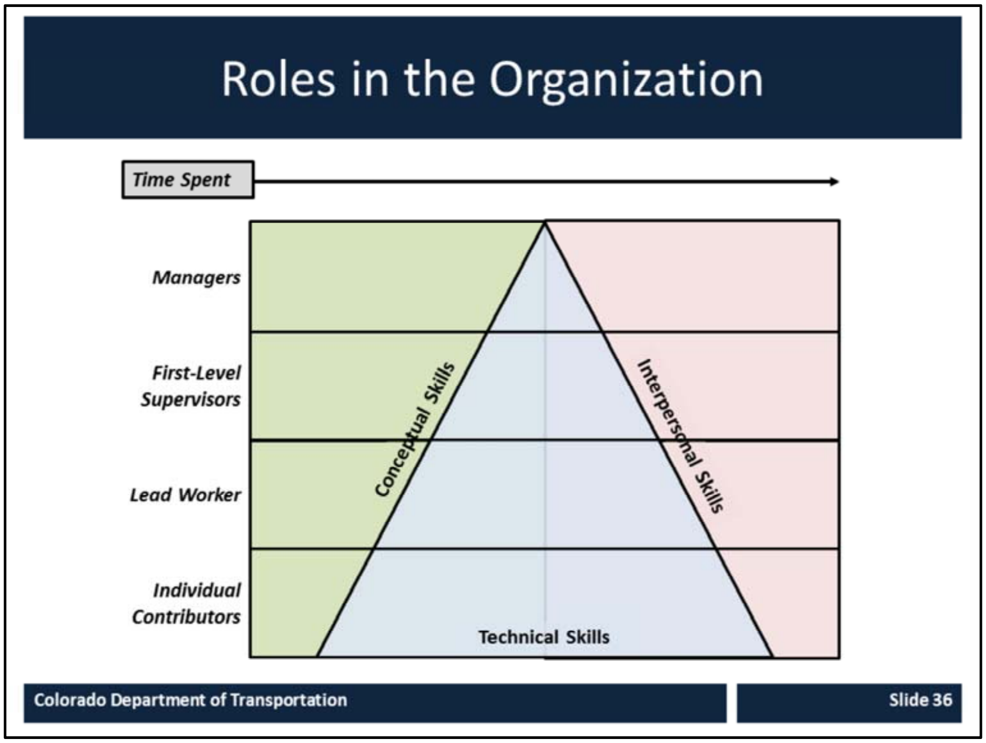


Training Notes:

Notes:

TAB 07 – Exceptional Applicant Qualities

Competencies of the applicant are measured through KSAOs. This stands for Knowledge, Skills, Abilities and Other characteristics the applicant must demonstrate throughout the selection process. The KSAOs mentioned in the job announcement are closely tied to the Position Description Questionnaire (PDQ). The more an applicant is able to demonstrate they have the KSAOs needed for the position through their application, comparative analysis assessment process and interview responses, the better their chances of being hired.



Training Notes:

Notes:

Look at the slide – on the top it indicates "Time Spent" and then the slide is divided into three wedges. As an employee changes their role, the amount of time they spend in each wedge changes.

- All three areas are used at all levels, however more time is spent on Technical and Tactical Skills as an Individual Contributor, and then more time is spent on Conceptual and Interpersonal Skills as a Manager
- On average, about 20% of a supervisor's time is spent on managing/developing direct reports. Dealing with indirect reports adds to this

When you a going to hire a position it is important to think about the role because the needs of the position change based on the type of position. As a result, Hiring Managers need to have different KSAOs based on Conceptual and Interpersonal skills rather than focusing solely on Technical Skills. This should not only be considered during the creation of the announcement, but also when there are additional assessment such as interviews.

The Job Announcement

The job announcement is:

- Used to let applicants know about the details of a position
- Comprised of different sections, each with a specific purpose
  - Posted for a limited amount of time
  - Created to communicate the knowledge and skills required for the position
  - Gather relevant information from the applicants
  - Set the stage for the assessment process

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Training Notes:

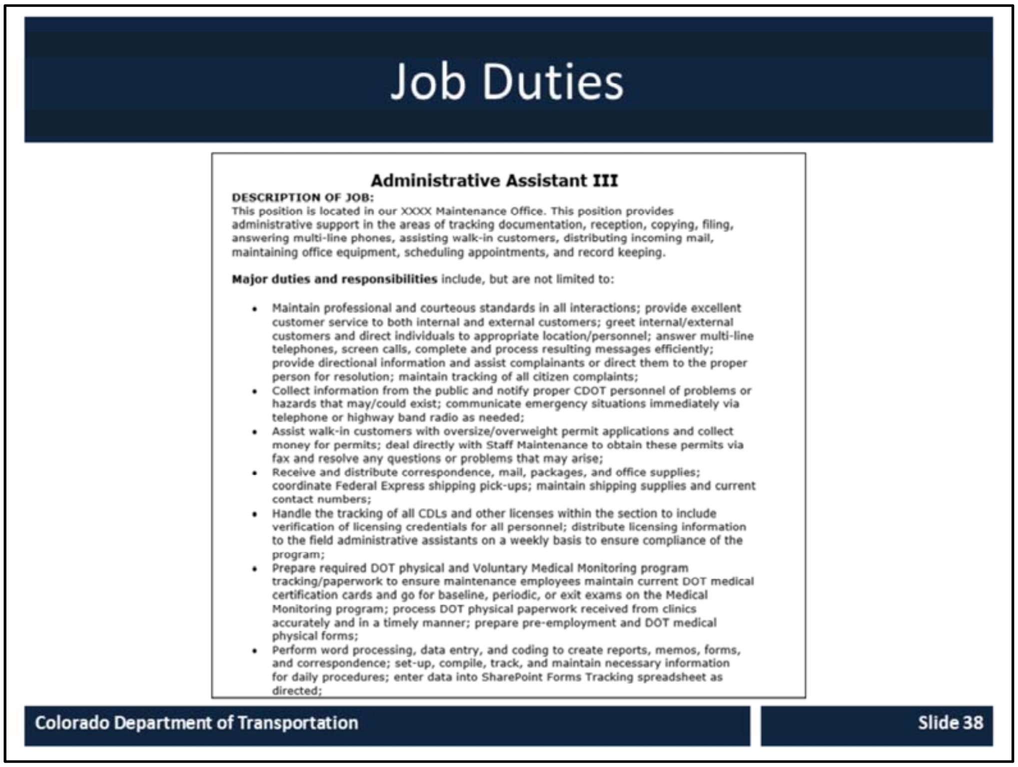
Notes:

TAB 08 – Abbreviated Administrative Assistant III Announcement

The job announcement is a highly structured document which is used to communicate to applicants about the details of the vacant position, the stages of the selection process, and the rights afforded to them. It is created through conversations between the HR Specialist and the Hiring Manager, the Position Description Questionnaire (PDQ), and an analysis of what is needed. The job announcement is comprised of sections. The following are the details about the sections of an announcement, and what they mean to you and the applicant.

The sections that are covered in this course are:

- Job Duties
- Work Environment
- Minimum Qualifications & Substitution
- Exceptional Applicant
- Specific Supplemental Questions



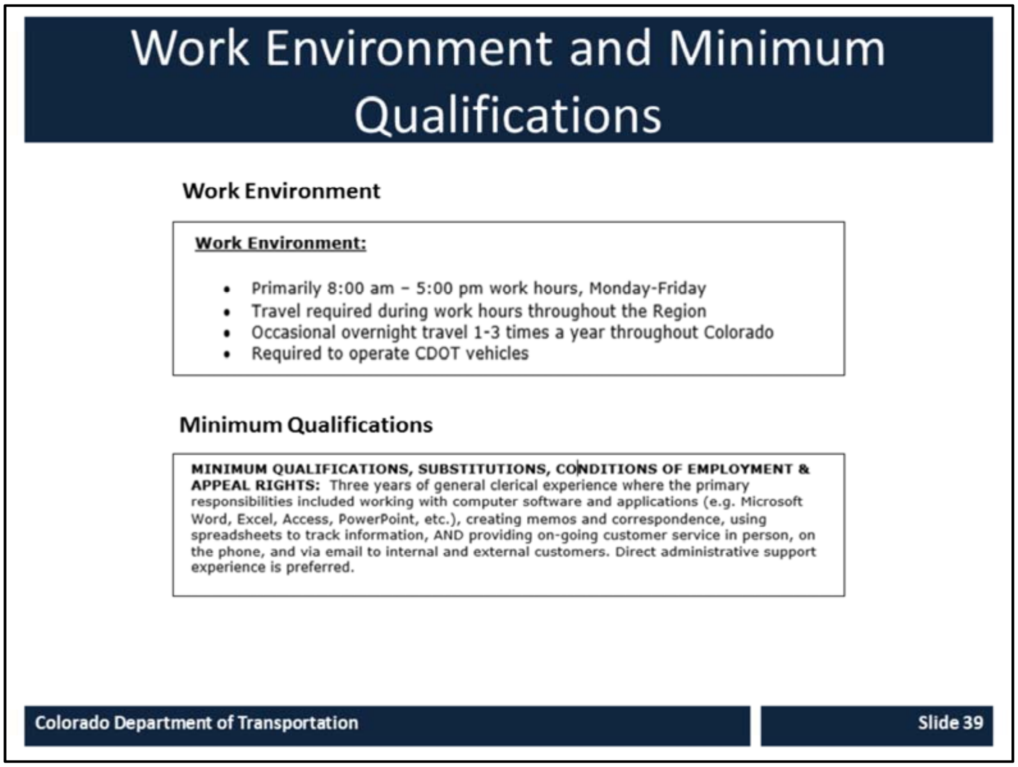
Training Notes:

Notes:

TAB 08 – Abbreviated Administrative Assistant III Announcement

Job Duties

The Job Duties section of the announcement contains is a summary of the PDQ and may be modified based on conversations between the Hiring Manager and the HR Specialist. The goal of this section is to allow the applicant to understand what the position does at CDOT so they can determine if they are interested in performing the duties. The savvy applicant will tailor their application to touch on those aspects of the position's duties that they've performed in their past work.



Training Notes:

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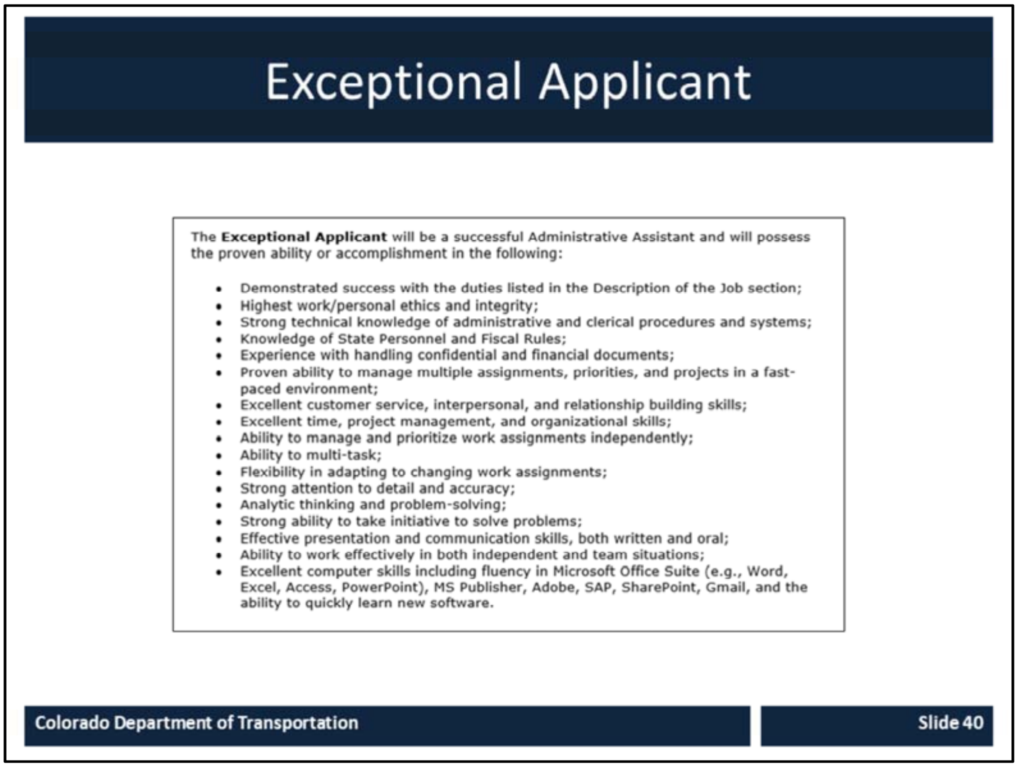
TAB 08 – Abbreviated Administrative Assistant III Announcement

Work Environment
The work environment section describes the conditions the position will be working in, the shifts that will be worked, and other details of the position such as the need to travel. This is intended to let the candidate know up front the work environment expectations and they can determine if they are still interested in the position.

Minimum Qualifications

- Minimum Qualifications - The minimum qualifications are mandated by DPA, although there are some aspects that CDOT can tailor. For instance, in this case the number of years is set, but CDOT can specify what types of clerical/administrative support is necessary for the position
- Substitutions - This section of the announcement lists the experience and/or education that can be substituted for what is listed in the minimum qualifications
- Conditions of Employment & Appeal Rights – The conditions of employment describe what the applicant must have or do in order to continue to be employed in the position. For example, having a commercial drivers license



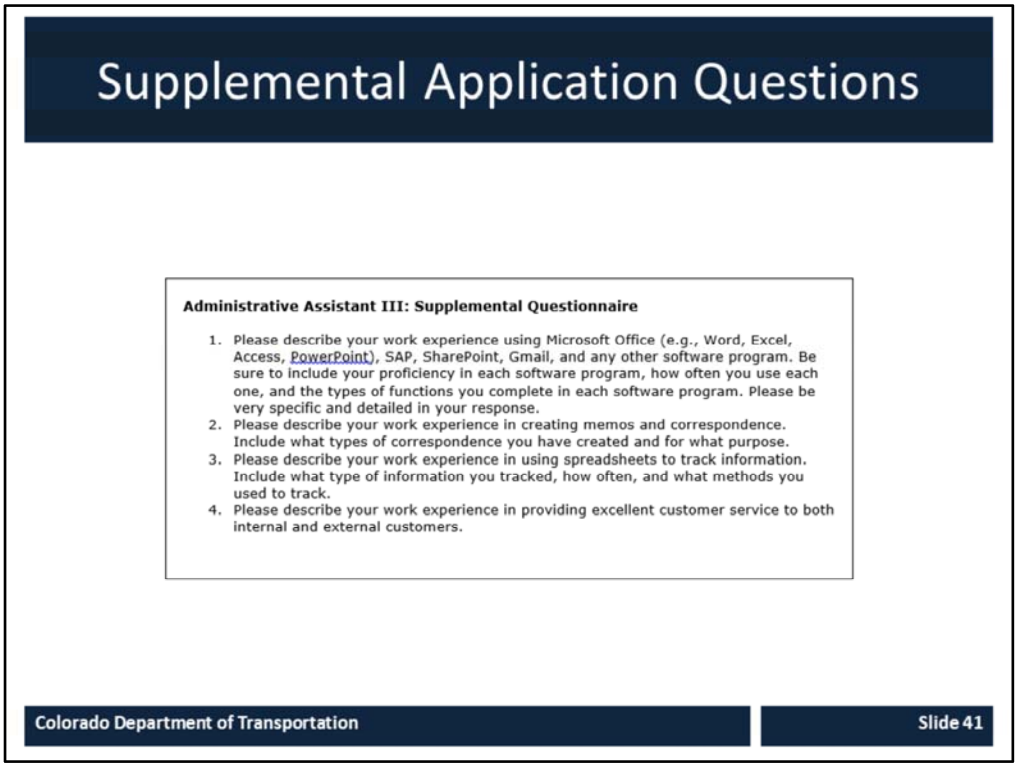
Training Notes:

Notes:

TAB 08 – Abbreviated Administrative Assistant III Announcement

Exceptional Applicant

The exceptional applicant is the "ideal" applicant. While many applicants may pass the minimum qualifications phase of the selection process, the exceptional applicant will be able to pass additional stages of the selection process, demonstrating they have KSAOs that closely match the ideal candidate for the job. While there is some flexibility around what may be placed in this section, it must be based on the Position Description Questionnaire (PDQ).

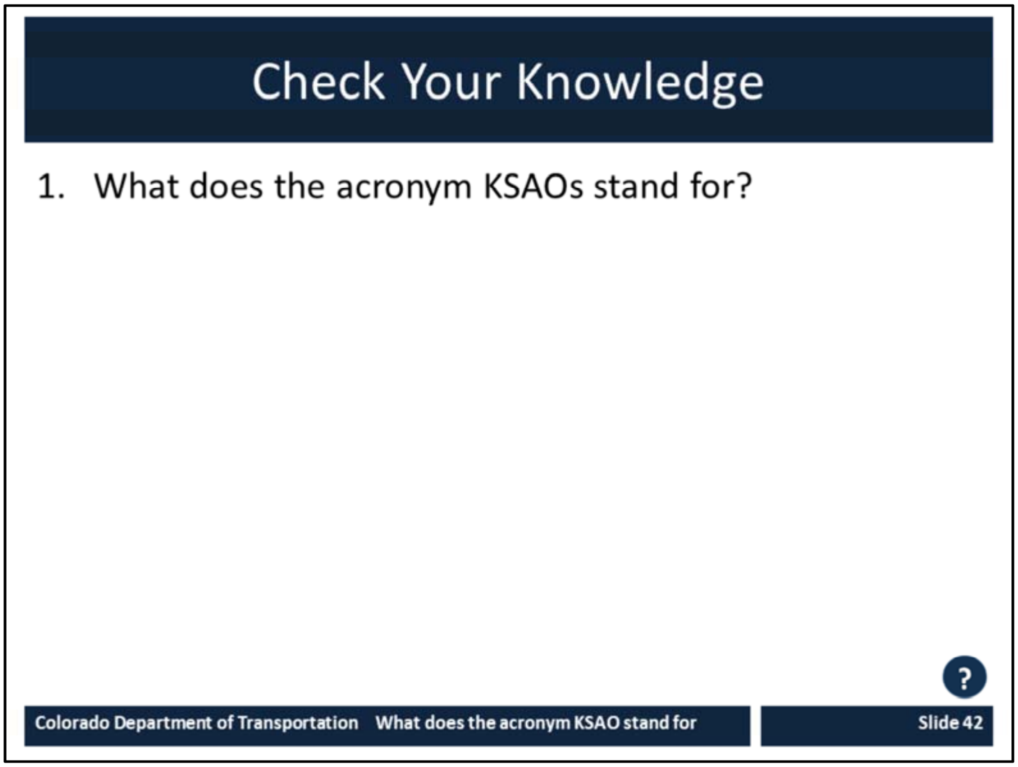


Notes:

TAB 08 – Abbreviated Administrative Assistant III Announcement

Specific Supplemental Questions
Supplemental questions are questions embedded in the application which ask applicants about their preferences, background, interest and/or experience with various job related tasks. Responses to these questions may help the HR Specialist screen for minimum qualifications or they can also be evaluated as part of the comparative analysis process to narrow down the candidate pool.

Training Notes:



Training Notes:

Notes:

Now let's have a quick review of what we have learned so far. When you are provided with the answer place it in the space below:

Question One

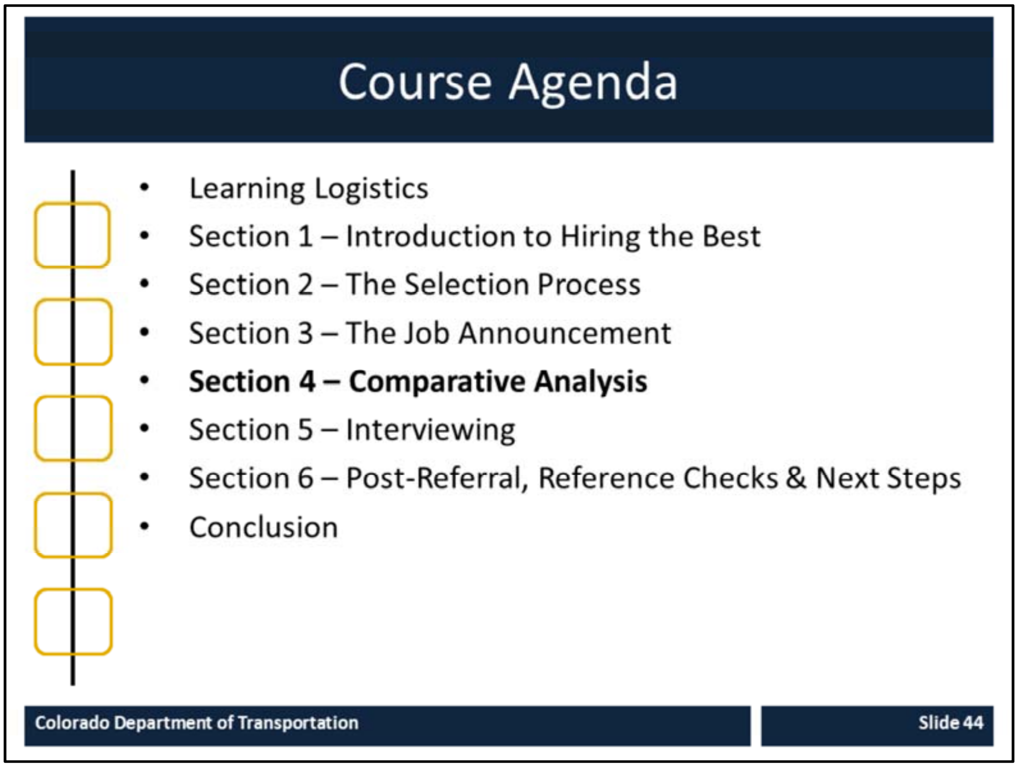
What does the acronym KSAOs stand for?

Answer:

____

____

Section 4
Comparative Analysis



Training Notes:

Notes:

This course is designed to help CDOT Hiring Managers understand the State of Colorado's rules and procedures regarding filling positions, and the steps you need to take to fill a vacant position.

- Learning Logistics – This section introduces you to the course, the objectives and expectations of the course
- Section 1 - Provides an introduction to the selection process including the role of Workforce Staffing and why it is important to hire the best
- Section 2 - Explains how the selection process works and identifies the role of the Hiring Manager, Workforce Staffing, and the Appointing Authority
- Section 3 - Describes the job announcement and how it is used as a tool to identify the best applicants for a position
- **Section 4 - Identifies the process used to compare job-related knowledge, skills and abilities to the information provided by the applicant**
- Section 5 – Describes how interviewing techniques are used to identify the best applicant and the questions you should and should not ask an applicant
- Section 6 – Explains the process used during the post-referral, reference checks and the additional actions that need to occur during the employment screening process
- Conclusion – This section summarizes the course and explains where you can get help if you need it

Section 4 Learning Objectives

At the end of this section, you should be able to:

- Define comparative analysis
- Identify choices for comparative analysis
  - Structured application review (commonly used)
  - Oral board (commonly used)
  - Written narrative
  - In-basket, scenario planning/response, presentations
  - Practical assessment
- Describe the 5-point rating scale used to evaluate applicants

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Training Notes:

Notes:

- Each of the learning objectives corresponds to a slide, or a series of slides, in this section of the course.
- By the end of this section, you should be able to perform each of the listed objectives with the support of the training materials.
- The section objectives are tied directly to the course objectives reviewed at the end of the course.

Terms and Concepts

- ***Subject Matter Expert (SME)*** – People with the necessary experience in an area related to the job, able to identify and evaluate technical and non-technical job related knowledge, skills, or abilities that are needed to perform the job duties
- ***Comparative Analysis*** – A process that utilizes professionally accepted standards that compares specific job-related knowledge, skills, abilities, behaviors and other competencies

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Training Notes:

Notes:

Tab 02 – Terms and Concepts

- The following terms and concepts are critical to your understanding of this section of the course
- If you do not understand a term, please ask the instructor for additional clarification
- The reference material section contains a list of all of the terms used in this course

What is Comparative Analysis

Comparative analysis is the process where the applicant is compared to the requirements and KSAOs needed for the job.

While CDOT has a typical comparative analysis process, the Hiring Manager has choices to use other types of analyses.

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Notes:

Comparative Analysis

The need to conduct a comparative analysis comes from the State of Colorado Constitution and the personnel rules. It is the process by which we compare the information provided by the applicants to the requirements and KSAOs needed for the position as described by the job announcement.

Comparative Analysis Process

The process used to do this varies based on the type of position being filled and needs of CDOT. This eligible list may be used not only for your position, but other similar positions. This is why it is so important for Workforce Staffing to partner with you. The process used depends on the type of position being filled, what competencies need to be assessed, how many qualified applicants there are, etc.

Pitfalls of Assessment

Common assessment errors include:

- Using what you know about the applicant instead of what is gathered from the application and comparative analysis
- Evaluating on a curve (comparing candidates)
- Irrelevant factors
- Assumptions

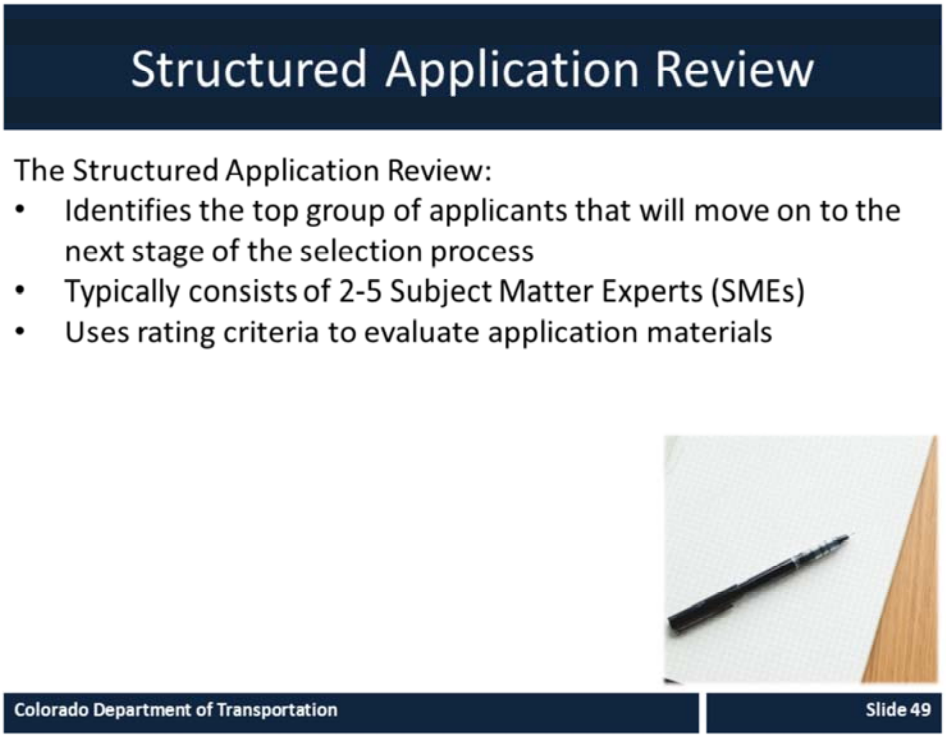
Colorado Department of Transportation | Slide 48

Training Notes:

Notes:

It is critical to the hiring process that all of the applicants are treated equally by the evaluators. The following is a list of the most common assessment errors and how you can avoid them:

- **Use only information gathered from the assessment process** - In many cases, you may have additional information about the applicant through professional contacts or through personal experience. When you are conducting the evaluation, you are only able to use the information provided by the applicant. Every candidate, must earn their scores on the evaluation process based on their performance, rather than outside information. This allows everyone to be treated fairly
- **Evaluating on a curve** – For the State evaluation process a curve is not used to evaluate applicants. There may be some selection processes with many strong candidates, some with many weak, and everything in between. Candidate scores are never placed on a forced distribution.
- **Irrelevant factors** - Bias of non job-related factors, such as physical appearance, social standing, or race, sometimes erroneously influences evaluations of employees
- **Assumptions** – Making generalizations based on limited information without confirmation, such as assuming someone will leave after a short period because you think they're overqualified.



Training Notes:

Notes:

The Structured Application Review process occurs after the announcement has been closed and the applications have been reviewed for minimum qualifications by the HR Specialist. A panel of 2-5 SMEs will rate the applications, to narrow to a top group that is either referred or assessed further. This process is typically conducted remotely with instructions emailed out by the HR Specialist and SMEs given a deadline for submission of their ratings. To make the process go as smoothly as possible:

- Discuss the structured application review with the HR Specialist and jointly plan the criteria, proposed SMEs and timing of that stage in the process
- Contact the SMEs you want to use and confirm their willingness/ability to serve as an SME
- Have agreement among the HR Specialist and SMEs on a reasonable deadline to have the ratings submitted and stick to it

5-Point Rating Scale

- During the comparative analysis process, a five point rating scale is used to evaluate candidates
- The rating scale designates five as being the most qualified and one as the least
- A rating of three is average, with two being below and four being above average
- Criteria to consider when evaluating:
  - Depth and breadth of experience
  - Level of responsibility
  - Complexity of assignments and challenges
  - Knowledge of relevant theories and principles

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Notes:

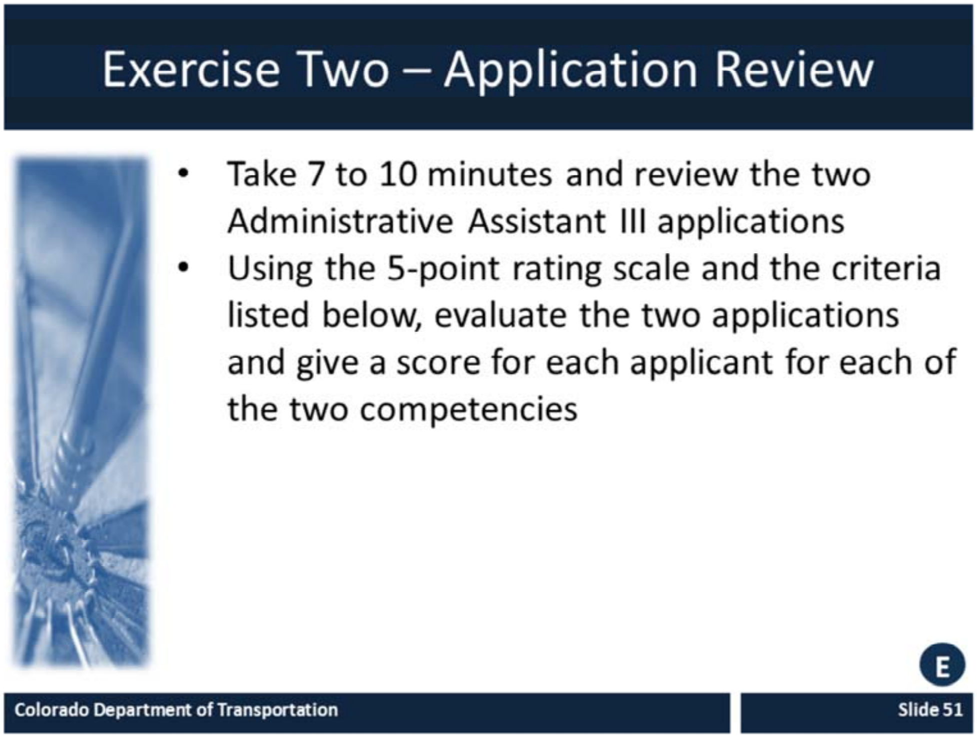
All of the evaluation stages use a five point (Likert) scale. When rating, keep in mind that the applicant is being evaluated based on how well they match their materials and responses to the competency being assessed.

- **One** - The applicant is clearly not qualified for the position and has not provided details about how their experience is applicable to the position or relates to criteria being assessed.
- **Two** – The applicant is below average in relation to the competency being assessed and has provided some poor responses or has experience in limited areas. Some, but not all, of their experience may have lacked clarity or did not relate completely to the criteria
- **Three** – The applicant would be considered average and is qualified for the position. They have connected their experience to the competency being assessed and it falls squarely within what would be expected.
- **Four** – The applicant is slightly above average in relation to the competency being assessed and has provided some excellent responses or has extensive experience in some areas that place them above the norm.
- **Five** – This rating is for an exceptional applicant, in relation to the competency being assessed. The applicant has provided a clear reply to all aspects of the competency and has backed their response up with examples of how their experience applied to the question being asked and their experience.

Tips and Tricks

- When rating applicants think first of the rating as a three point scale, with one being not qualified, three being qualified/average and five being exceptional. You can then group the average applicants into two, three and four based on how well they responded.

Training Notes:



Training Notes:

Notes

Tab 09 – Administrative Assistant III Application (one)
Tab 10 – Administrative Assistant III Application (two)

As a group take seven to ten minutes to review the two Administrative Assistant applications and evaluate their experience using the five point rating scale. The competencies you are evaluating are:

- **Administrative Experience:** Depth and breadth of office clerical/administrative experience; hands-on experience, directly responsible for these duties; creating and maintaining files; creating/using spreadsheets to track information; experience providing customer service via email, in person, or over the phone; strong computer skills (e.g. MS Word, Excel, Access, PowerPoint, SharePoint, Gmail, SAP); other relevant experience
- **Written Communication:** Visual presentation of application materials; ideas easy to understand; organized, logical order of ideas; answered the question/submitted all required documents; appropriate level for audience; little to no spelling or grammatical errors; no editing needed to improve documents; other relevant experience

Please take notes in the space below, so we can discuss your evaluation as a group after you are done.

Oral Board / Structured Interviews

- Typically consists of a Panel 3 Subject Matter Experts (SMEs)
- Applicants are asked the same questions
- Panel asks applicants behavioral interview and technical questions (more in next section)
- Uses structured rating criteria to evaluate responses

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Training Notes:

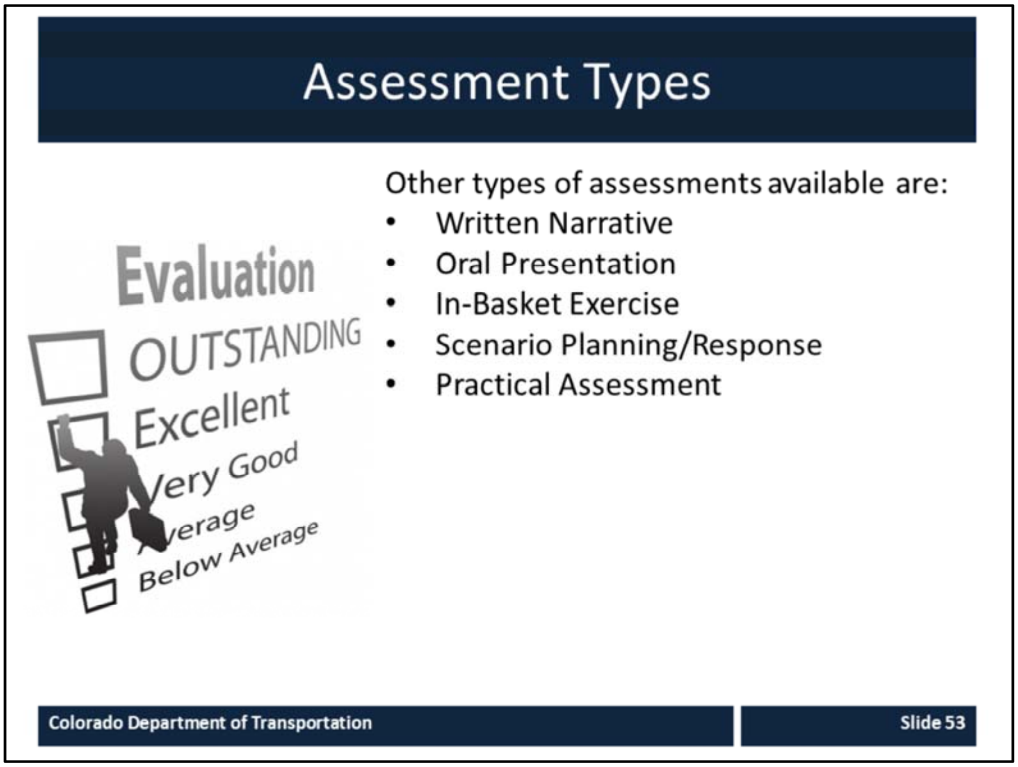
Notes:

The oral board/structured interviews often occur after the structured application review is complete. Oral board/structured interviews:

- Are when applicants are scheduled to answer questions in front of a panel of 3-5 subject matter experts (SMEs)
- Considered structured since all the applicants are asked the same questions and the panel members have criteria they use to evaluate the responses
- Often allows applicants preparation time to review the questions before going to the panel
- Should focus on the behavioral (drawing from past experience) vs. "what if" questions (based on hypothetical scenarios). A behavioral question is designed to get at an applicant's actual experience doing something – not just theoretical knowledge. We also ask many multi-part questions to get applicants to elaborate and give detail
- Are designed to evaluate the applicant's job-relevant KSAOs to determine their fit for the position. Just like an applicant needs to tie their qualifications and experience into the job they're applying for on their application, the same is true of the oral responses provided during an interview
- Work closely with your HR Specialist on finalizing the questions to ensure they are targeted towards the right competencies

Tips and Tricks:

- Don't wait until the announcement closes to choose your SMEs. As soon as you are able, ask your SMEs to participate and get the time on their calendar
- If the applicant shows up late, the prep time may be reduced to help the panel stay on schedule



Training Notes:

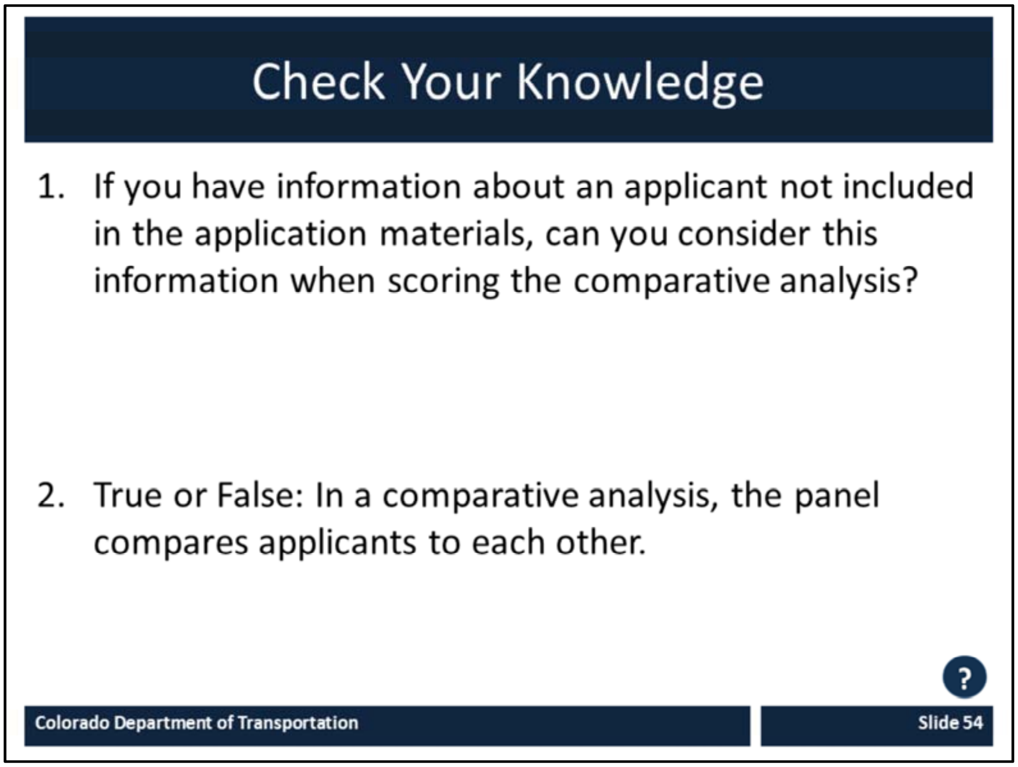
Notes:

In some cases, there may be the need for alternative assessments beyond the traditional application review, oral board or structured interview. The following is a brief description of the other assessment types available.

- **Written Narrative** – A written assessment that the applicant completes at home or in the HR office that is evaluated by the SMEs. Examples include writing a work plan, executive summary, or answering other types of questions in essay format
- **Oral Presentation** – The candidate presents information orally to the SMEs on a designated topic
- **In-Basket Exercise** – A series of exercises completed by the applicant where they are presented with typical work assignments/scenarios and their responses/work products are evaluated by the SMEs.
- **Scenario Planning/Response** – The applicant is provided with a scenario based on the type of work they will perform at CDOT and then asked to respond
- **Practical Assessment** – An assessment where the applicant is provided with items to evaluate that directly pertain to the job, such as welding, accounting reconciliation, etc.

Tips and Tricks

- While it may be tempting to use additional assessment types to get to the best applicant, remember they add to the overall timeframe of the selection process and increase the workload on your SMEs.



Training Notes:

Notes:

Now let's have a quick review of what we have learned so far. When you are provided with the answer place it in the space below:

Question One

If you have information about an applicant not included in the application materials, can you consider this information when scoring the comparative analysis?

Answer:

____

____

Question Two

True or False: In a comparative analysis, the panel compares applicants to each other.

Answer:

____

____

Section 5
Interviewing

Course Agenda

- Learning Logistics
- Section 1 – Introduction to Hiring the Best
- Section 2 – The Selection Process
- Section 3 – The Job Announcement
- Section 4 – Comparative Analysis
- **Section 5 – Interviewing**
- Section 6 – Post-Referral, Reference Checks & Next Steps
- Conclusion

Colorado Department of Transportation

Slide 56

Training Notes:

Notes:

This course is designed to help CDOT Hiring Managers understand the State of Colorado's rules and procedures regarding filling positions, and the steps you need to take to fill a vacant position.

- Learning Logistics – This section introduces you to the course, the objectives and expectations of the course
- Section 1 - Provides an introduction to the selection process including the role of Workforce Staffing and why it is important to hire the best
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- **Section 5 – Describes how interviewing techniques are used to identify the best applicant and the questions you should and should not ask an applicant**
- Section 6 – Explains the process used during the post-referral, reference checks and the additional actions that need to occur during the employment screening process
- Conclusion – This section summarizes the course and explains where you can get help if you need it

Section 5 Learning Objectives

At the end of this section, you should be able to:

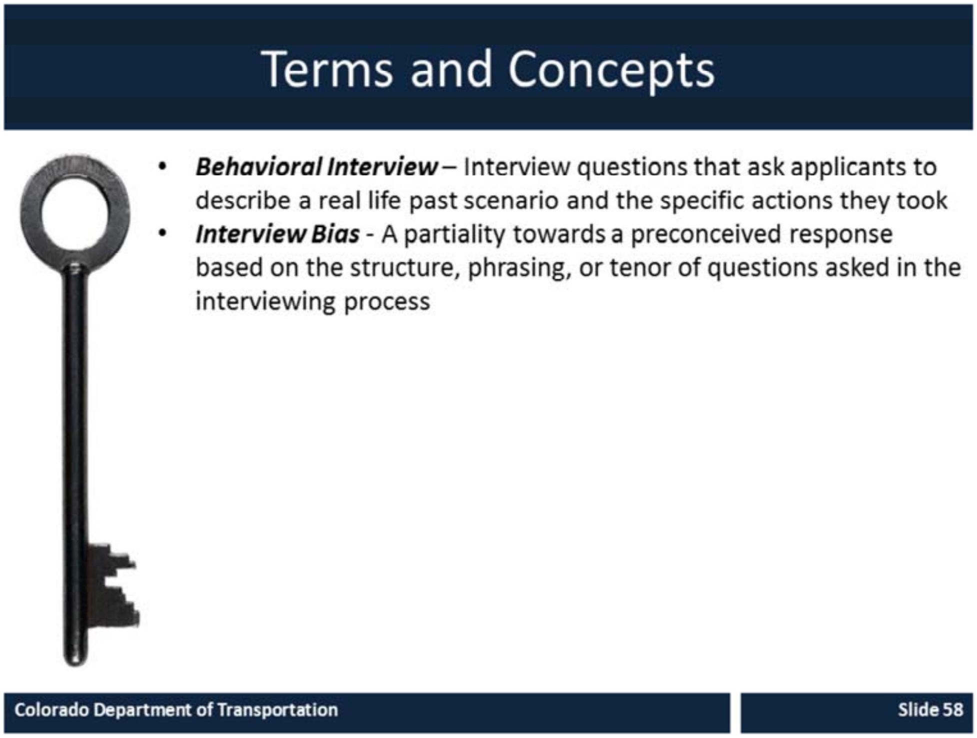
- Define a behavioral interview
- Identify different types of interview questions
- Identify questions that are illegal to ask during an interview
- Describe effective interviewing techniques

Colorado Department of Transportation | Slide 57

Notes:

- Each of the learning objectives corresponds to a slide, or a series of slides, in this section of the course.
- By the end of this section, you should be able to perform each of the listed objectives with the support of the training materials.
- The section objectives are tied directly to the course objectives reviewed at the end of the course.

Training Notes:



Training Notes:

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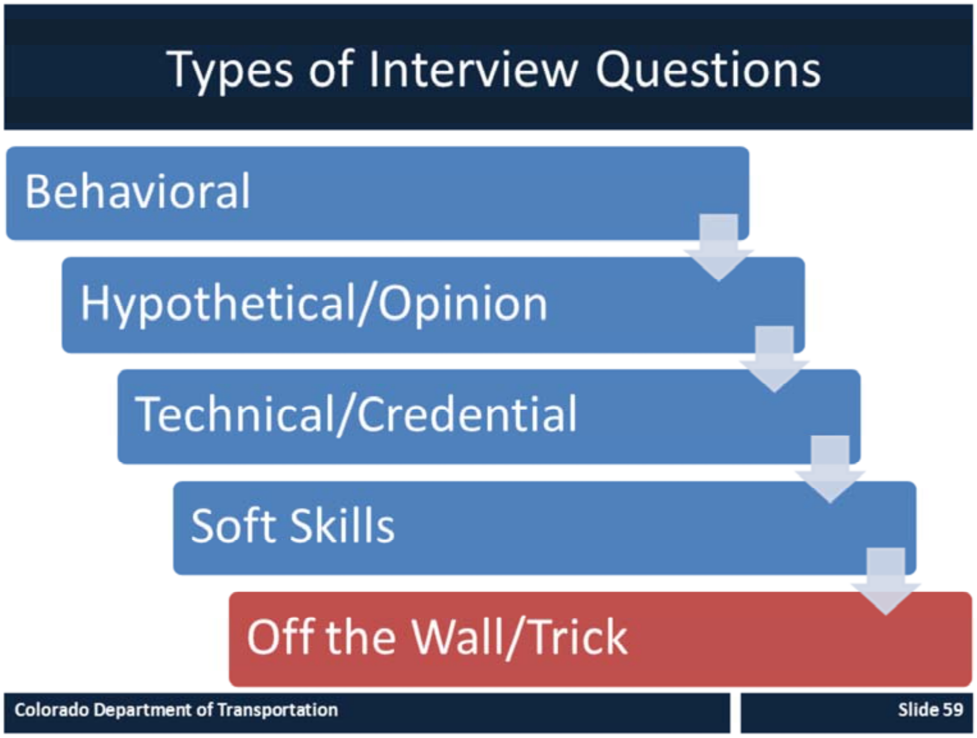
Tab 02 – Terms and Concepts

- The following terms and concepts are critical to your understanding of this section of the course
- If you do not understand a term, please ask the instructor for additional clarification
- The reference material section contains a list of all of the terms used in this course



Training Notes:

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The goal of the interview process is to gather information about how the applicant will perform in the position. Most interview questions fall into the following five categories:

Behavioral – Behavioral questions get at the behaviors displayed and processes used by the applicant in the past as a predictor of future actions. Samples of this type of question include:

- Tell me about a time you worked with Excel?
- What are the steps you have taken to hire an employee?
- What is the training methodology you follow when producing training?

Hypothetical/Opinion – Hypothetical questions present the applicant with a situation and ask how they would respond. Opinion questions ask for the candidate's opinion to understand their preferences and insights. Samples of these types of questions include:

- What did you like best about your past job?
- What would you do if you came across someone stranded on a highway?
- How would you deal with a customer who is upset?

Technical/Credential – Technical/Credential questions are used to verify the content on the resume or verify education or technical training. Samples of this type of question include:

- What kinds of engineering certifications do you have?
- Do you have a Project Management Professional Certification?
- How many years of experience do you have working with Groupwise?

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Soft Skills – This kind of question gets at a skills that are not technical, but are still relevant to the position. Sample of this type of question include:
- What is your leadership style?
- Explain a way in which you sought a creative solution to a problem?

Off the Wall/Trick – These are questions, at their best, are designed to get at an original response. At their worst, they are confusing to the applicants, easy to challenge and may have legal implications. For the evaluator they are typically hard to evaluate, as they do not have a measurable response, and the response may have different meanings to different evaluators. Here are some examples, so you know what ***not*** to use:
- Of the seven species of giraffes (Masai, Reticulated, Southern, South African, Northern, Nubian or West African) which one do you most closely identify with and why?
- If you throw a red stone into the blue sea what will it become? (Wet)

Training Notes:

What Makes a Good Interview Question

A good interview question should be:

- Open-ended
- Neutral
- Job-related
- Focused on a single topic

Colorado Department of Transportation | Slide 61

Training Notes:

Notes:

So what makes for a good interview question, other than it is legal? The best interview questions meet two specific needs:

1. They allow the applicant to tell you about their qualifications for the position
2. They allow the SMEs to assess how the candidate meets the KSAOs of the position

To this end the best interview questions are:

- **Open-ended** – This means that they may not be answered with a simple "yes" or "no". They also are based on certain aspects of the position and seek to draw out the most information.
    - **Bad Question** - Do you have strong customer service skills?
    - **Good Question** - How have you applied your customer service skills to resolve a customer complaint?
- **Neutral** – Many times when a question is drafted there is a clear response or clue to the right answer. This limits the amount of information you may receive from the applicant. Instead ask questions that do not openly provide the answer.
    - **Bad Question** – Our position requires working with angry customers. Are you comfortable with this?
    - **Good Question** – How much have you worked with customers who may be angry in your past positions? Please describe a past situation and how you handled it.
- **Job-related** – The point of all interview questions is to determine how the applicant's skills meet the requirements of the position. This not only keeps the question legal but can provide you a lot of detail about the applicant.
    - **Bad Question** – Do you have small children?
    - **Good Question** – The schedule for this position requires working evenings and weekends. Are you willing and able to work that type of schedule?

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- **Focused on a Single Topic**– Try to keep the interview questions as simple as possible and don't ask multiple questions on a variety of topics within a single item. We do ask many multi-part questions, focused on a single topic, to get applicants to elaborate and give detail.
  - **Bad Question** – Tell us about a time you resolved an issue with an angry customer, how did you resolve the issue what was the result of the issue and was the customer satisfied with the solution you presented?
  - **Good Question** – Tell us about a time when you successfully resolved a customer complaint.

Training Notes:

Illegal Interview Questions

Do not ask questions that reveal or are related to:

- Age, race, national origin, gender, religion, marital status, or sexual orientation
- A physical disability, medical history or health
- Use of a substance or alcohol
- Criminal history or driving

Colorado Department of Transportation | Slide 63

Training Notes:

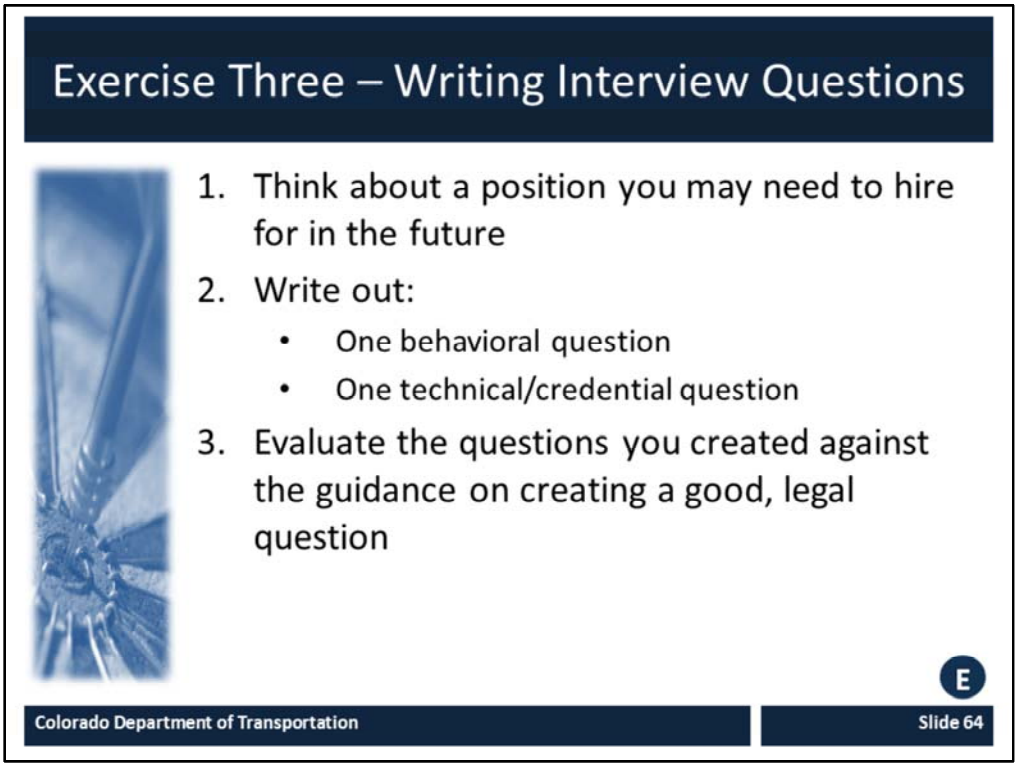
Notes:

When conducting the interview, and even during small talk, there are some questions you should not ask directly or indirectly. This is because of Title VII of the Civil Rights Act, that protects the rights of all applicants during the interview process as well as after. This is not to say you cannot ask any questions about any category of Title VII, only that they have to be specifically related to the job.

For example, instead of asking the question, “Do you go to church on Sundays” (religion) you can tie this to a the position requirements of working on Sunday by asking, “Can you work on Sundays,” (job requirement focused).

After the final interview and once a conditional job offer has been extended, the HR Specialist will facilitate the background check which pulls the motor vehicle record and criminal background. If drug and physical testing are needed, they will take place post-job offer as well.

Because of the legal implications to you personally, and to CDOT, it is highly recommended that you contact your HR Specialist for help on drafting interview questions or if you have any questions about whether or not a question is appropriate to ask.



Training Notes:

Notes:

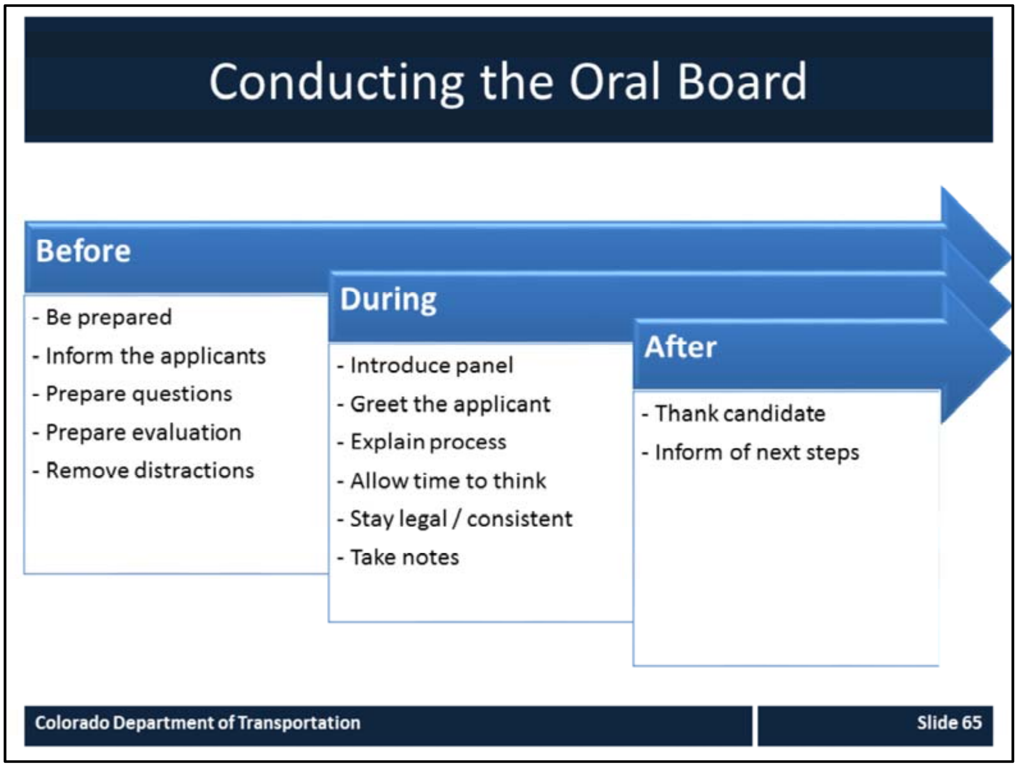
Take ten minutes to think about a position you may need to hire for in the future. Using the information presented on the last three slides write out two questions. When you are done, we will discuss the questions together.

Position: ____________________________

1. **Behavioral Question** (This type of question gets at the behaviors displayed and processes used by the applicant in the past as a predictor of future actions).

2. **Technical/Credential Question** (Technical/Credential questions are used to verify the content on the resume or verify education or technical training).

3. Evaluate the questions you created against the guidance on creating a good, legal question.



Notes:

Tab 01 Useful Links – Interviewing Guide for Supervisors

Before

- *Be Prepared* - Before the interview make sure you any other interviewers understand the position by reviewing the job announcement, PDQ, work unit performance plan and other documents and requirements
- *Inform the applicants* – Let the applicants know if there is anything they need to prepare in advance or bring to the interview such as resume, application packet, performance ratings and copies of certificates.
- *Prepare questions* - Prepare all of your questions based on what you need the position to do and make sure there are copies for all of the participants
- *Prepare evaluation* – Determine when and how you want to discuss and evaluate the candidates (using + or - , etc);
- *Remove distractions* – Use meeting rooms for the interview that are quiet and present minimum opportunity to be interrupted.

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Training Notes:

Notes:

During

When you meet the candidate, warmly greet them to put them at ease. Start out with an introduction of the panel members and then move into an explanation of the interview process and questions. Sometimes Hiring Managers also provide an org chart and provide a brief overview of the unit and position before they start asking questions. Let the applicant know it's ok if they need a moment to think about their response before providing one. Always be polite and supportive of the candidate. Minimize the amount of time you are talking in favor of hearing more from the applicant. Always take notes about what was said by the applicant and save them as part of the interview process.

After

Be sure to thank the applicant for taking the time to interview at CDOT. After you complete the interview, inform the applicant of the next steps and when they can expect to hear from you with an update on their status. Do not say anything to the applicant to indicate how they performed, such as “good job” or “well done”. Always stay neutral.

Training Notes:

Avoiding Interview Bias

The four types of interview bias are:

- Confirmation bias
- Affective heuristic
- Anchoring
- Intuition

Interview bias can be reduced by:

- A structured process
- Structured criteria
- Increased accountability

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Training Notes:

Notes:

Interview bias is a partiality towards a preconceived response based on the structure, phrasing, or tenor of questions asked in the interviewing process. Questions laced with interviewer bias can influence respondents in such a way that it distorts the outcome of the interview. The four types of interview bias are:

- **Confirmation bias** – This occurs when the reviewer has preconceived ideas about the applicant and tries to seek out ways to support it by only paying attention to information that supports their bias.
- **Affective heuristic** - This is where interviewer's decisions are influenced by superficial evaluations of the applicant such as appearance, dress, or other superficial characteristics. It should be noted this may have a positive or negative effect on the applicant's rating.
- **Anchoring bias** – This occurs when too much emphasis is placed on the information that is provided in the first part of the interview. In other words, this weighs down all of the other content provided by the applicant. This is most typical when a candidate gets off to a rough start.
- **Intuition** – We all use our intuition as a shortcut to making decisions. The problem is that intuition is not reliable, as it is thought to be susceptible to factors not related to the hiring decision such as emotion, memory, etc.

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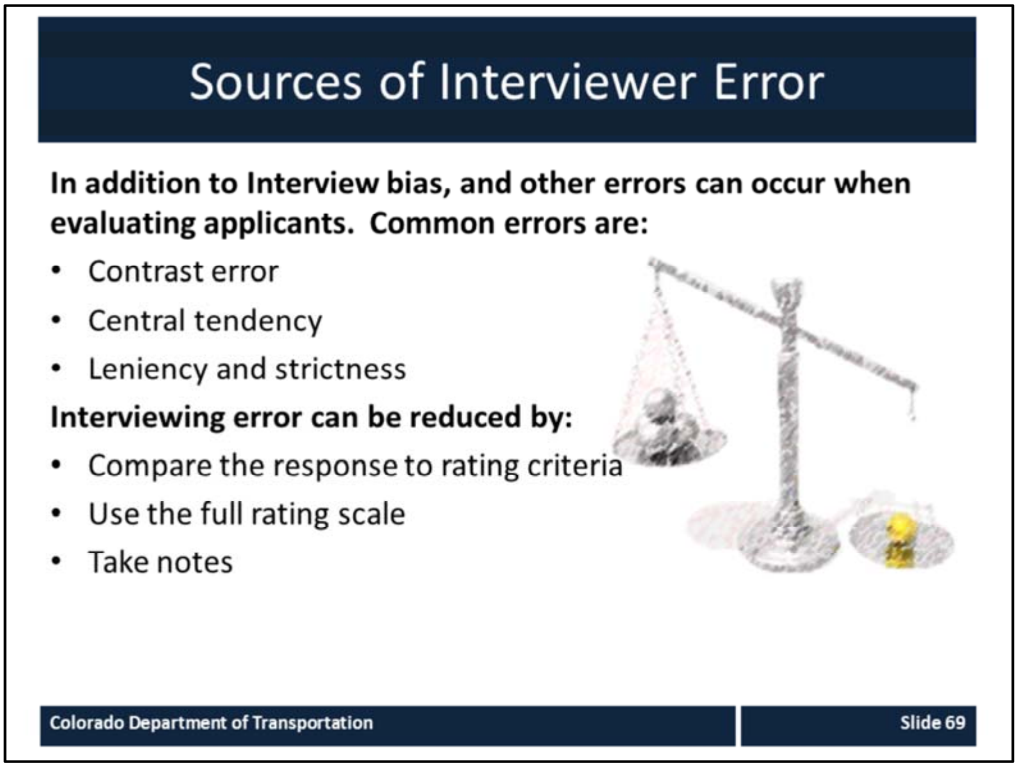
There are three ways you can reduce interview bias during your interview process. They are:

- **A structured process** – You should use a consistent process with all applicants, including asking the same questions, allowing the same amount of time to answer questions and using the same job related criteria to evaluate candidates.
- **Structured criteria** – The evaluation process should be conducted by considering the information provided by the applicant as it relates to the job related criteria, which is applied consistently to all candidates.
- **Increased accountability** – Everyone that takes part in the selection process has an ethical responsibility and is accountable for contributing to a fair, consistent and legally sound process with the ultimate goal of finding the best candidate to fill the position and serve the citizens of Colorado. The HR Specialist, Hiring Managers and SMEs' participation is all documented throughout the process. Should there be an appeal or legal action, any one of those participants could be asked to provide information and/or testify.

Training Notes:



Training Notes:

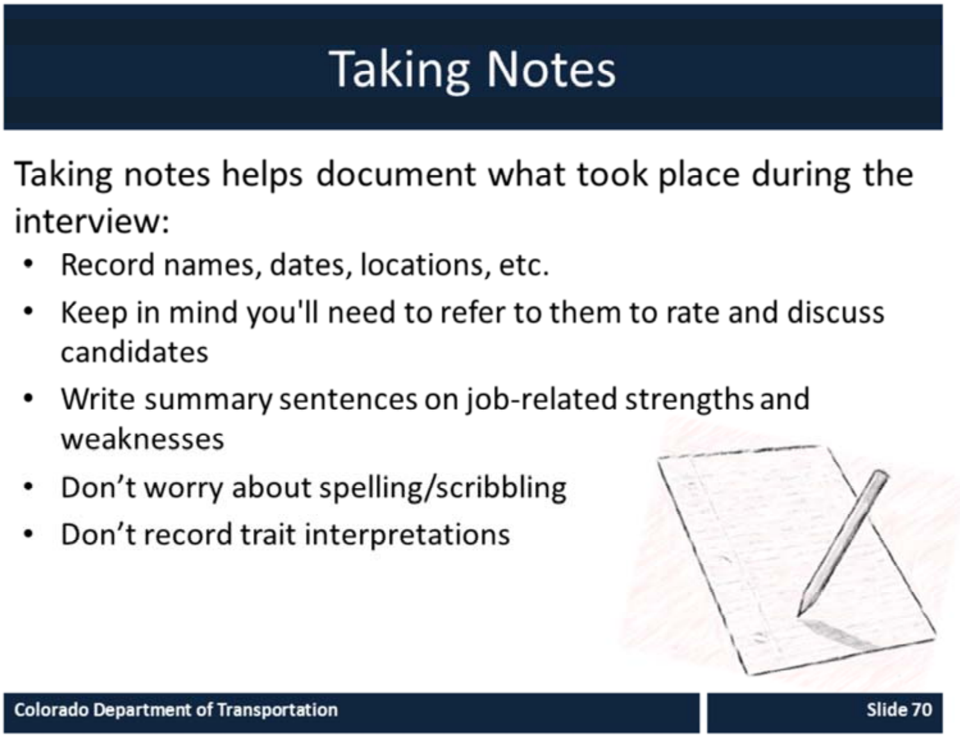
Notes:

In addition to bias, there are other source of errors. Other types of errors include comparing applicants to each other, rather than directly to the rating criteria and not using the full rating scale to differentiate between candidates. Examples of these kinds of bias include:

- **Contrast Effect**: The tendency to compare an applicant's performance to the one immediately preceding. For example: An "average" candidate looks amazing if he/she comes after the candidate who tanked.
- **Regression to Mean/Central Tendency**: Using only the middle of the rating scale, avoiding high and low ratings.
- **Leniency and strictness**: Giving all candidates high ratings (or all low ratings). When the rater assigns very good or very poor ratings for all the applicants. (rose colored glasses = leniency vs overly critical/picky = strictness)

The best way to reduce interviewer error is to:

- Compare the applicant responses to the rating criteria
- Use the full rating scale as appropriate to differentiate between the candidates
- Takes notes on how you are evaluating and making sure the evaluation is based on job related criteria



Training Notes:

Notes:

Take notes throughout the interview, making sure to also make eye contact and interact with the candidate. Good notes :

- Include the basic details of the interview, summarize the strengths and weaknesses of each candidate and provide an explanation and rationale for the ratings that were given
- Allow you to refer to them to help you come up with your ratings and discuss and defend your reasoning with fellow SMEs, so make sure they include enough detail.
- Document any details from follow-up questions, as well as anything unusual that may have happened or been said.
- Do not record anything that would not be considered professional or appropriate, especially comments related to age, race, national origin, gender, religion, marital status, sexual orientation, physical disability, medical history or health.

And finally, remember that anything that is written down in notes is assumed to have been used as part of the basis for your ratings.

Affirmative Action in Hiring

Affirmative Action during the hiring process ensures:

- The workforce and the public have equal opportunity to enter public service
- The workplace is free of discrimination
- Your position is communicated to a diverse audience
  - Hiring quotas do not exist

Your role in the Affirmative Action process includes:

- Avoid asking illegal questions
- Hiring the best applicant suited to the job

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Training Notes:

Notes:

Tab 01 Useful Links - Equal Employment Opportunity and Affirmative Acton Plan

The goal of CDOT is to reflect the community we serve. To this end, CDOT has developed an Affirmative Action plan that enforces Equal Employment Opportunity principles. These principals are designed to ensure:

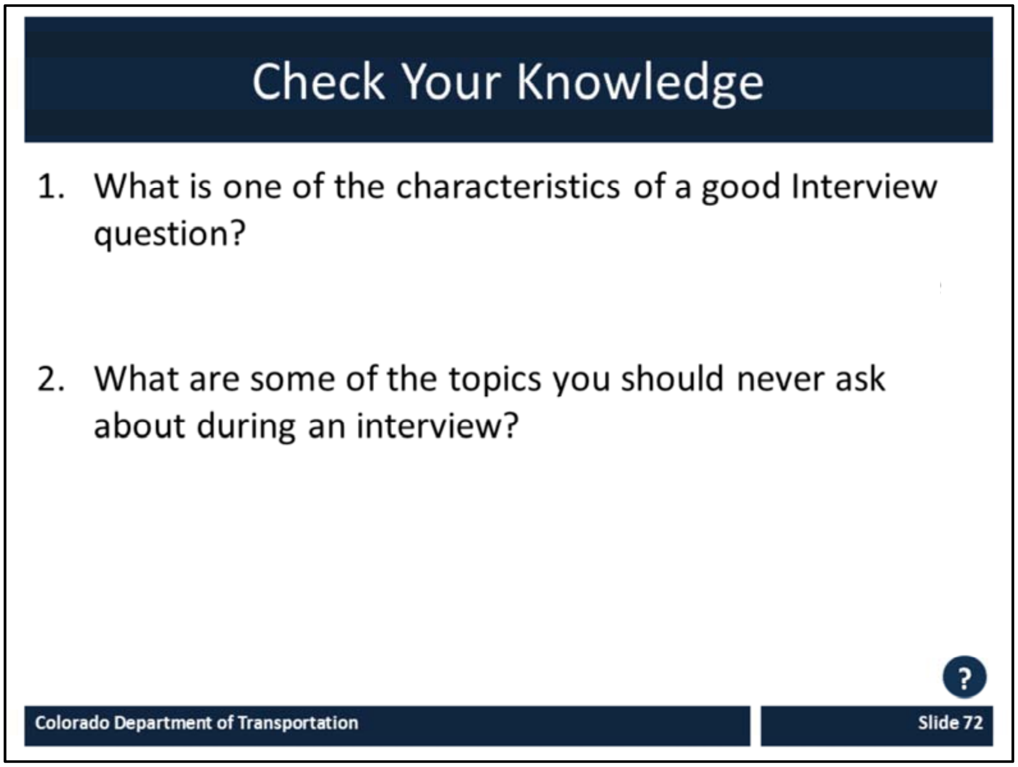
- That the workforce and the public have an equal opportunity to enter public service
- That the workplace is free of discrimination

That being said, there are some misunderstandings about what Affirmative Action is and how it is applied in the selection process.

- Affirmative Action does not include hiring quotas.
- Instead, CDOT reaches out through its recruitment efforts, communicating the position to a variety of schools, organizations and other sources in the hopes of achieving a pool of diverse and qualified candidates to select from

You do have a role in the Affirmative Action process which includes:

- Avoiding asking illegal interview questions
- Hiring the applicant best suited to the job



Training Notes:

Notes:

Now let's have a quick review of what we have learned so far. When you are provided with the answer place it in the space below:

Question One

What is one of the characteristics of a good Interview question?

Answer:

____

____

Question Two

What are some of the topics you should never ask about during an interview?

Answer:

____

____

Section 6
Post-Referral, Reference Checks and Next Steps

Course Agenda

- Learning Logistics
- Section 1 – Introduction to Hiring the Best
- Section 2 – The Selection Process
- Section 3 – The Job Announcement
- Section 4 – Comparative Analysis
- Section 5 – Interviewing
- **Section 6 – Post-Referral, Reference Checks & Next Steps**
- Conclusion

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Notes:

This course is designed to help CDOT Hiring Managers understand the State of Colorado's rules and procedures regarding filling positions, and the steps you need to take to fill a vacant position.

- Learning Logistics – This section introduces you to the course, the objectives and expectations of the course
- Section 1 - Provides an introduction to the selection process including the role of Workforce Staffing and why it is important to hire the best
- Section 2 - Explains how the selection process works and identifies the role of the Hiring Manager, Workforce Staffing, and the Appointing Authority
- Section 3 - Describes the job announcement and how it is used as a tool to identify the best applicants for a position
- Section 4 - Identifies the process used to compare job-related knowledge, skills and abilities to the information provided by the applicant
- Section 5 – Describes how interviewing techniques are used to identify the best applicant and the questions you should and should not ask an applicant
- **Section 6 – Explains the process used during the post-referral, reference checks and the additional actions that need to occur during the employment screening process**
- Conclusion – This section summarizes the course and explains where you can get help if you need it

Training Notes:

Section 6 Learning Objectives

At the end of this section, you should be able to:

- Differentiate between an oral panel/structured interview and final interview
- Identify the purpose of the salary analysis
- Describe how to find and use the job offer letter template
- Explain the employment screening process (background check)
- Identify the process used for background checks, drug testing and DOT Physical

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Training Notes:

Notes:

- Each of the learning objectives corresponds to a slide, or a series of slides, in this section of the course.
- By the end of this section, you should be able to perform each of the listed objectives with the support of the training materials.
- The section objectives are tied directly to the course objectives reviewed at the end of the course.

Terms and Concepts

- ***Post Referral Assessment*** *– All of the evaluation steps that occur after an applicant is referred for final consideration: final interview reference checks , etc.*
- ***Reference Check*** *– The process where CDOT verifies the employment history, work performance and education of an applicant*
- ***Salary Analysis*** *– A process and resulting document created by HR where a salary recommendation is generated, based on comparison to similar positions*
- ***Background Check*** *– The process conducted by HR to review the driving record and/or criminal history of the top candidate in relation to the position they are being considered for, to determine whether the candidate can be hired*
- ***Employment Screening*** *– Additional screening steps after a conditional offer of employment has been extended*

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Training Notes:

Notes:

Tab 02 –Terms and Concepts

- The following terms and concepts are critical to your understanding of this section of the course
- If you do not understand a term, please ask the instructor for additional clarification
- The reference material section contains a list of all of the terms used in this course

Training Notes:

Notes:

Because both processes involve panel interviews, there is often confusion about the differences between the oral panel and final interview. The difference between the two interviews are:

- **Oral Panel / Structured Interview** – A process during the comparative analysis where the applicants are interviewed and subsequently rated and ranked by a panel
- **Final Interview** – A process after the referral and before reference checking where the applicants are interviewed by phone or in person in order to help determine the top candidate. This interview is typically less formal and gives the opportunity for the candidate to ask questions about the position, the unit and CDOT

Reference Check and Personnel File

Reference checking is an evaluation of an applicant's past job performance based on information collected from individuals who have worked with the applicant. Before contacting references:

- Familiarize yourself with Federal, State and local laws
- Follow CDOT's Reference Checking Guide
- Notify the applicant of the reference check
- Review all submitted material and prepare questions
    - Refer to the Reference Checking Guide for sample questions
- If applicant is a former or current State employee, review their personnel file before contacting references

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Notes:

Tab 01 Useful Links – Reference Checking Guide
Reference Check Consent Form

Reference checking is an objective evaluation of an applicant's past job performance based on information collected from key individuals (e.g., supervisors, peers, subordinates, etc.) who have known and worked with the applicant. Reference checking is a vital part of a successful hiring strategy and is primarily used to:

- Verify the accuracy of information provided by the applicant
- Ask about issues not addressed on the application, such as attendance, attitude, reliability, ability to work with others, willingness to learn, etc.
- Better predict the applicant's on-the-job success by comparing their experience to the competencies required by the job
- Gain additional insight on the applicant's knowledge, skills, abilities and personal characteristics that may not have been identified by other stages of the selection process

Prior to conducting a Reference Check:

- Read the Reference Checking guide
- Contact your HR Specialist or Civil Rights Manager office with any questions

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Training Notes:

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- Notify applicant you are conducting reference checks
  - Confirm you have a copy of the signed Reference Check Consent Form. This is signed by the applicant to give CDOT permission to check references. If you do not have a copy, contact your HR Specialist.
  - Ask applicant for performance evaluations from last three years
- Review the applicant’s resume, application and notes from the job interview
  - Prepare a list of questions
- If the candidate is a current or former CDOT or State employee, you may review their personnel file. Relevant documents include:
  - Personnel Actions
  - Verification of dates and job titles (from the resume and interviews)
  - Performance evaluations and ratings
  - Disciplinary Actions and Corrective Actions
  - Commendations

Training Notes:

Conducting the Reference Check

When conducting the reference check:

- Be consistent in your process
- Conduct by phone for the most detail
- Explain who you are calling about and the signed waiver
- Describe the position
- Listen
- Document the results

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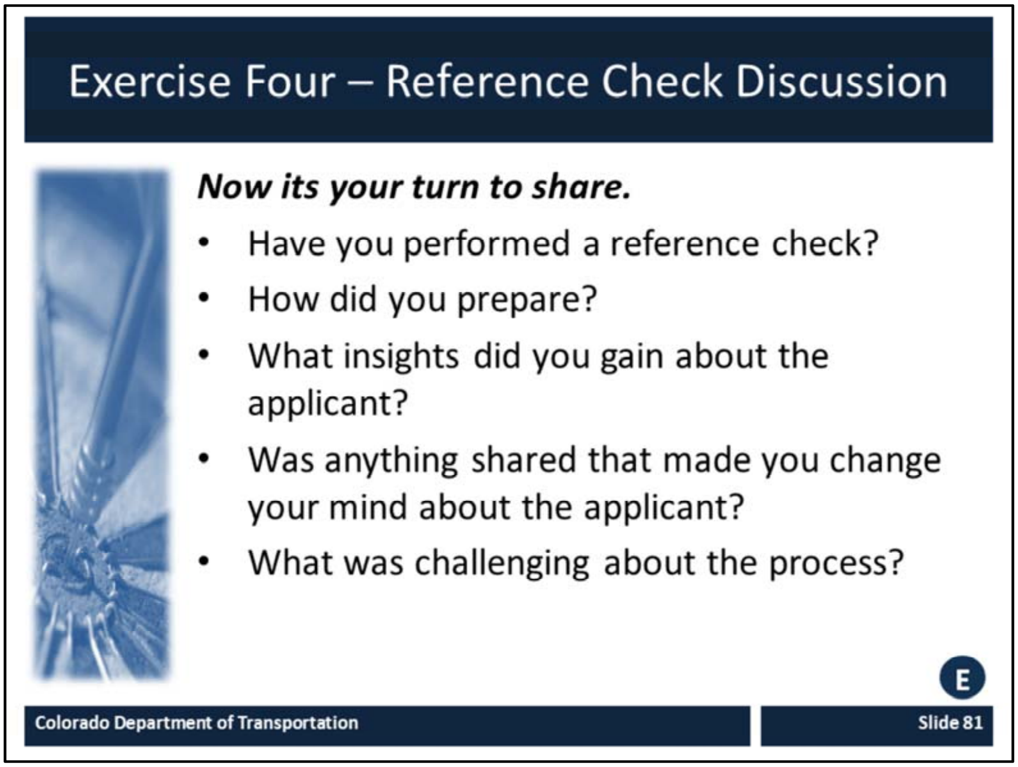
Training Notes:

Notes:

Tab 01 Useful Links – Reference Checking Guide
Reference Check Consent Form

Once you have completed the process for preparing, you need to conduct the reference check. This needs to be conducted by the Hiring Manager because they are most familiar with the Job applicant. When conducting the reference check:

- Conduct all of the reference check processes in the same way – Being consistent with the process allows you the most protection if the process is challenged
- You may conduct reference checks in person, by mail or telephone, but phone is preferred
- Explain who you are calling about and the signed waiver – It may have been awhile since the candidate last worked for the reference, you may have to provide more details about the person and when they worked for the reference. Also explain the purpose of the signed waiver and that this provides them with the ability to release job related information. You may fax the form if it is requested.
- Documenting the results:
  - The date and time you called, including unsuccessful attempts
  - Highlights of the conversation
  - If no information was gathered be sure to document this as well
  - Keep the information for one year and treat it as confidential



Training Notes:

Notes:

As a group let's take ten to fifteen minutes to share your experiences about the reference check process. When we are having this discussion, please do not use names or share any details that may link to a specific individual. The space below is to help you prepare for the conversation.

- Have you performed a reference check?

- How did you prepare?

- What insights did you gain about the applicant?

- Was anything shared that made you change your mind about the applicant?

- What was challenging about the process?

Salary Analysis

- Conducted by the HR Specialist within three business days
- Consists of an analysis and a authorized salary range
- Must be submitted for Regional/Divisional approval
- Once fully approved, final salary is discussed with applicant along with verbal offer
- If applicant verbally accepts offer, final salary is placed in the job offer letter

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Training Notes:

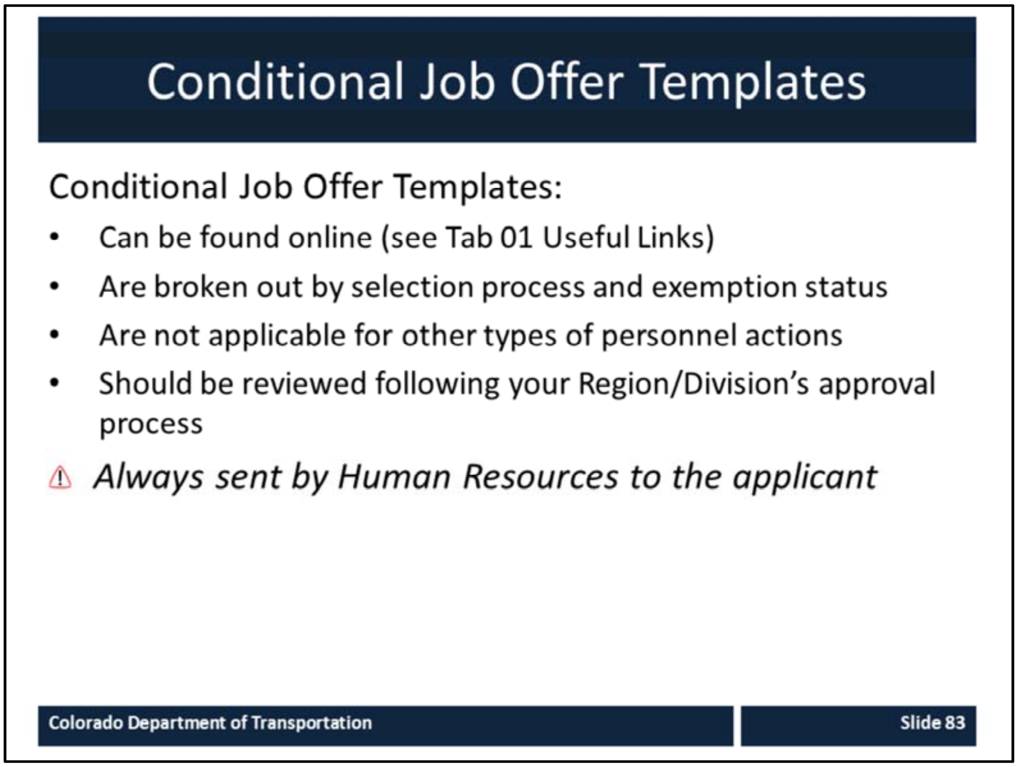
Notes:

The salary analysis is conducted by the HR Specialist after you have completed the reference check process and have selected a preferred candidate. Once your HR Specialist receives the request, the goal is to complete it and send it to you within three working days.

The salary analysis is based on:
- The Compensation Plan – Each classification has a corresponding salary range that can be found in that fiscal year's compensation plan. The proposed salary of the preferred candidate should not exceed mid-point, unless it has been approved at higher levels
- The CDOT Salary Guidelines – A document which outlines the pay practices of CDOT
- A comparison of salaries with current CDOT employees in similar classifications to ensure equity and fairness

The content of the salary analysis consists of the following sections:
- An introduction that describes the experience of individual being hired or promoted
- HR authorization of salary range and who you should contact if you are looking to hire above the midpoint
- The salary distribution for the classification
- The salary of recently hired and promoted employee within the last year

When you receive the salary analysis it should always be treated as confidential.



Training Notes:

Notes:

Tab 01 Useful Links - Conditional Job Offer Templates

To draft the conditional job offer, you need to have the following information:

- Name and address of the applicant
- Working title of the position
- Official classification of the position
- Salary range and amount being offered from the salary analysis
- Name and contact details of your HR Specialist
- Work schedule of the position being offered
- First day of work (always a Monday or the 1st of the month, as long as it's a work day)
- Work location

The Conditional Job Offer Letter Templates can be found at the following address:

- http://intranet.dot.state.co.us/business/center-for-human-resources-management/hr-manager-toolkit/employment-screening/conditional-job-offer-templates

Are categorized by selection process and exemption status:

- Open Competitive (OC) & Statewide Promotional (SP) Announcements
- Department Promotional (DP) & Reallocation (RA) Announcement
- Non-Competitive: No Announcement

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Always consult with your HR Specialist prior to drafting a conditional job offer letter:

- If the person is, coming directly from another state agency, the Hiring Manager will need to consult the HR Specialist to determine the type of personnel action (promotion, transfer, or voluntary demotion) to select the appropriate conditional job offer letter.

Training Notes:

Next Steps…

After the applicant has signed the conditional job offer:

- Employment Screening
  - Background Check/Drug Test/Physical
- New Hire Documents
- Hire Non-CDOT Employee PCR or Promote/Demote/Transfer PCR
- Probationary/Trial Service Period
- New Employees Pages

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Notes:

Tab 01 Useful Links - State Job Opportunities
Employment Screening FAQ
New Hire Documents
Hire Non-CDOT Employee PCR
Promote/Demote/Transfer PCR
PD 1200.4 Employment Screening

Employment Screening – The employment screening process applies to all Open Competitive positions (not Departmental Promotional or Reallocation announcements). The employment screening takes approximately one to three weeks (and may be different based on the position, and can include a background check, drug screen, physical and other processes. Refer to the Employment Screening FAQ found at: http://intranet.dot.state.co.us/business/center-for-human-resources-management/hr-manager-toolkit/employment-screening/faqs-employment-screening for answers to typical questions about the process.

Hire Non-CDOT Employee PCR or Promote/Demote/Transfer PCR – The PCR must be completed by the start date for a new employee. For promotion, demotion and transfer, it must be completed by Non on the Wednesday prior to the start date of the employee. For help with the PCR refer to the PCR Manual which can be found at http://intranet/employees/howdoi/articles/how-do-i-sap-mss/PCR-manual

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Training Notes:

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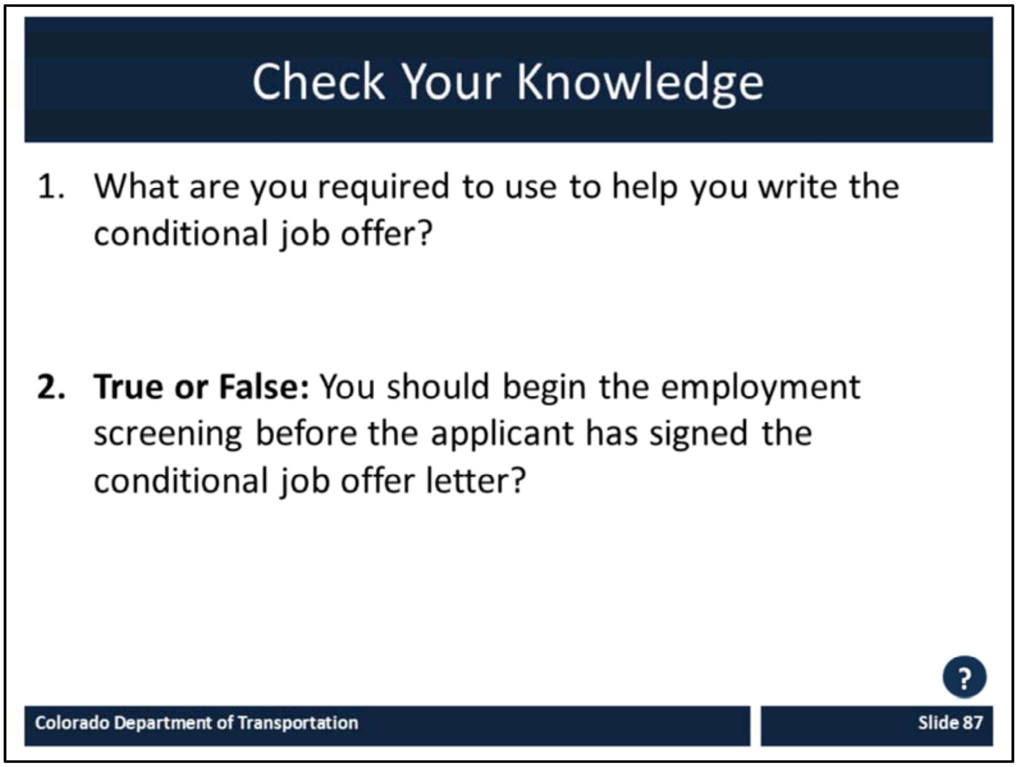
New Hire Documents – The Hiring Manager and new employee must work together to complete the new hire paperwork before they can legally work for CDOT. Refer to the Checklist for Hiring a Position under the New Hire/Onboarding section for a link or go to http://intranet/business/center-for-human-resources-management/human-resources-forms/hire-instructions-perm Directions for how to complete the paperwork can be found at http://intranet/employees/new-employees-1/neo-perm-forms

Probationary/Trial Service Period – The State Personnel Board has established a probationary period of no more than 12 months for persons who are initially appointed to a position. Appointing Authorities have the discretion to require reinstated certified employees to serve a probationary period. Employees in probationary status may be terminated for unsatisfactory performance at any time during the probationary period and do not have the right to appeal such termination to the State Personnel Board. When promoted, the Trial Service period is six months.

New Employee Pages – When the employee starts work, you should refer them to the New Employees page. This page provides an introduction to new employees and all of the actions they need to take starting from the first day to the first month of service. It has links to all of the forms they must complete and is designed to answer many of the questions you and your employee may have about where to begin. The page can be found at: http://intranet.dot.state.co.us/employees/new-employees-1

Training Notes:



Training Notes:

Notes:

Now let's have a quick review of what we have learned so far. When you are provided with the answer place it in the space below:

Question One

What can be used to help you write the conditional job offer?

Answer:

____

____

Question Two

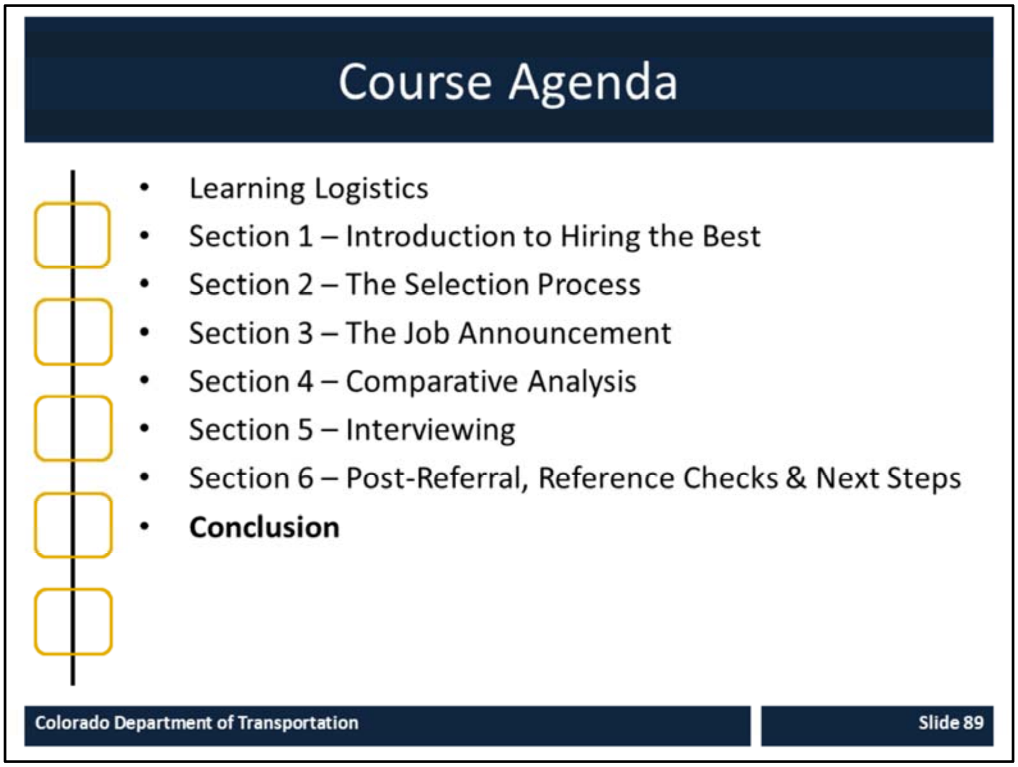
True or False: You should begin the employment screening before the employee has signed the conditional job offer letter?

Answer:

____

____

Conclusion



Notes:

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- **Conclusion – This section summarizes the course and explains where you can get help if you need it**

Training Notes:

Conclusion

You should now be able to:

- Identify steps in the CDOT hiring process
- Define a job competency
- Describe the purpose of the sections of the job announcement
- Describe CDOT's comparative analysis process
- Define behavioral interviewing
- Describe effective interviewing techniques
- Describe the Hiring Manager's role in the post-referral and reference checking process
- Describe the steps to take between hiring decision and start date
- Describe the purpose of the probationary period

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Notes:

- The slide above contains what you should now be able to do with the help of the training material. If you have questions about the content after this course refer to the next slide for the name and contact information of the people who can help.
- If you have a question now, please ask. You will have another chance at the end of the course, after we discuss where you are able to get help and the resources that are available to you.

Training Notes:

Where Can I Get Help – People?

The following are members of the Workforce Staffing team for team assignments please go to our webpage

Name	Phone
Amanda Parkhurst-Strout (Supervisor)	303-757-9685
Emily Harp	303-757-9738
Erin Hardin	303-757-9797
Jake Finger	303-757-9218
Lynn Livingston	303-757-9110
Melanie Vigil	303-757-9150
Maryum Pelot	303-757-5447
Pilar Cruz	303-757-9218
Staci Wilderman	303-757-9217
Tawnya DeHerrera	303-757-9225

Training Notes:

Notes:

When starting, or if your have questions about the hiring process, contact your HR Specialist. If you are not sure about which person is your HR Specialist contact the Main HR Number at 303-757-9216 or the HR Receptionist at 303-757-9217. The following are members of the Workforce Staffing team for team assignments please go to our webpage at:

- http://intranet.dot.state.co.us/business/center-for-human-resources-management/humanresources-contacts

Other CDOT Help Resources

The following resources are available:

For information on filling a vacant position go to:

- http://intranet.dot.state.co.us/business/center-for-human-resources-management/hr-manager-toolkit/recruiting-and-hiring/filling-a-vacant-position

For details on recruiting and hiring go to:

- http://intranet.dot.state.co.us/business/center-for-human-resources-management/hr-manager-toolkit/recruiting-and-hiring

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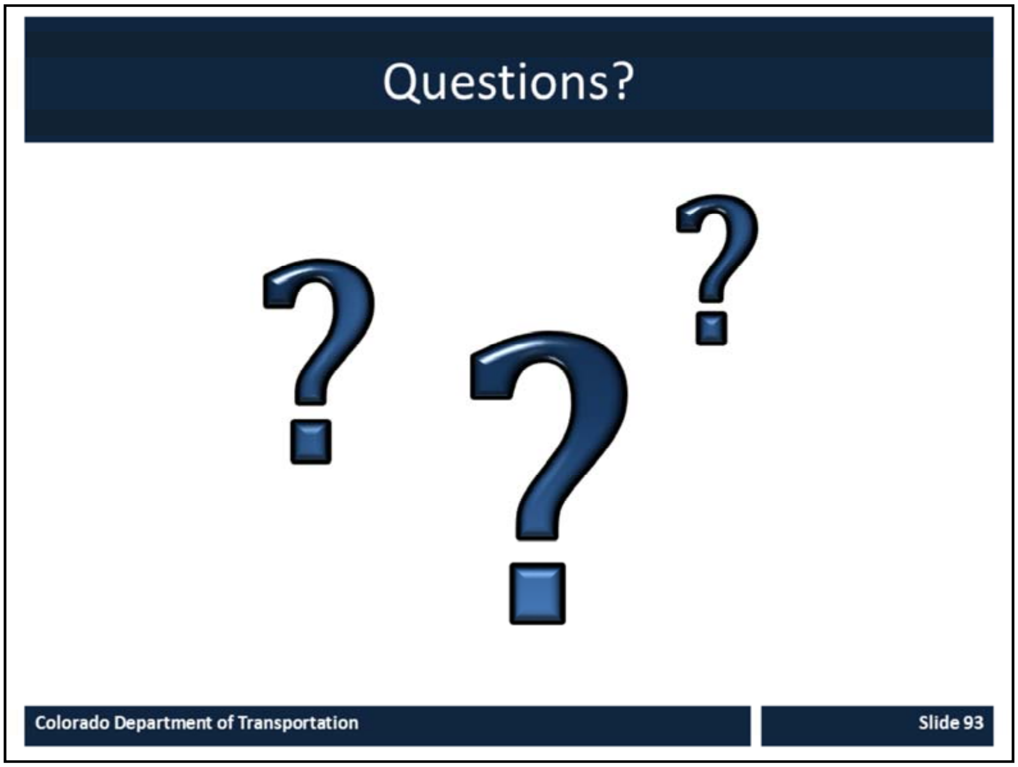
Training Notes:

Notes:

There are quite a few resources you can access online. The first link, provides you with information on the process for filling a vacant position. The second link, provides you with all of the information you need for the recruiting and hiring process, including checklists for filling a position and hiring a temporary employee.



Training Notes:

Notes:

If you have any questions about the hiring process after the class, contact your HR Specialist. The link to the contact details can be found at:

- http://intranet.dot.state.co.us/business/center-for-human-resources-management/hr-manager-toolkit/recruiting-and-hiring

All questions placed in the parking lot and not answered during this course, will be sent to the training group within three working days after the course is complete.

Tab 1 – Useful Links

Tab 2 – Terms and Concepts

Tab 3 – Selection Process Visio

Tab 4 – Permanent Employee Checklist

Tab 5 – Temporary Employee Checklist

Tab 6 – Reallocation Checklist

Tab 7 – Abbreviated Administrative Assistant III Announcement

Tab 8 – Administrative Assistant III Announcement (one)

Tab 9 –Administrative Assistant III Announcement (two)