Guide to Hiring

TALENT ACQUISITION, OFFICE OF HUMAN RESOURCES

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Contents

Introduction

Section Summary

Talent Acquisition is part of the Office of Human Resources within the City and County of Denver. The team is responsible for the recruit-to-hire lifecycle and supports client agencies to fulfill hiring needs.

This section includes:

- **Purpose Statement**
- **City and County of Denver Overview**
- **Office of Human Resources (OHR) Overview**
- **Talent Acquisition (TA) Overview**
- **Hiring Philosophy**
- **Hiring Process**
- **Diversity and Inclusion**
- **Organizational Structure**

Purpose Statement

The purpose of this guide is to help client agencies and Talent Acquisition perform routine operations related to recruitment and hiring. The guide includes both methodology and process. Hiring must follow all governance, rules, policies, and practices included or referenced.

City and County of Denver Overview

From the culture and arts to unique experiences and world-class business opportunities – there are countless reasons to love Denver. It takes many hands to keep a city as dynamic and vibrant as ours running and thriving. The unique energy and spirit that draws people to the Mile High City all begins with the City and County of Denver. With more than 11,000 employees, the City and County of Denver team members are the heart of Denver. They make a real difference with the work they do every day and have a hand in shaping the future of the city.

Office of Human Resources Overview

The Office of Human Resources (OHR) is the central Human Resource (HR) department for the City and County of Denver, serving all departments/agencies with human capital programs and initiatives designed to attract, develop and retain talent in the city. The agency is responsible for overseeing "career service" (CS) employees in all departments/agencies, but also develops citywide programs, initiatives and services that benefit all employees of the city including elected officials. OHR, with department/agency leadership involvement, develops the human capital strategies which are designed to support the city's overall business objectives today and provide a framework for future workforce growth and sustainability. OHR is an independent agency and reports to the Career Service Board (CSB).

Talent Acquisition Overview

Talent Acquisition (TA) provides full life cycle recruitment services including sourcing, selecting, hiring and onboarding for all position types and all job levels including, executive, technical, administrative, seasonal and other specialized job classifications (except uniformed, civil service positions). TA develops strategies and programs and builds relationships within the labor market to help the city increase access to and hire the best talent. This includes managing the university programs for interns; overseeing diversity programs, workforce planning, job advertising, employment branding, screening and pre-employment assessments; and interviewing and providing guidance to leaders on selection. TA also oversees the city's pre-employment background check process and onboarding of new employees.

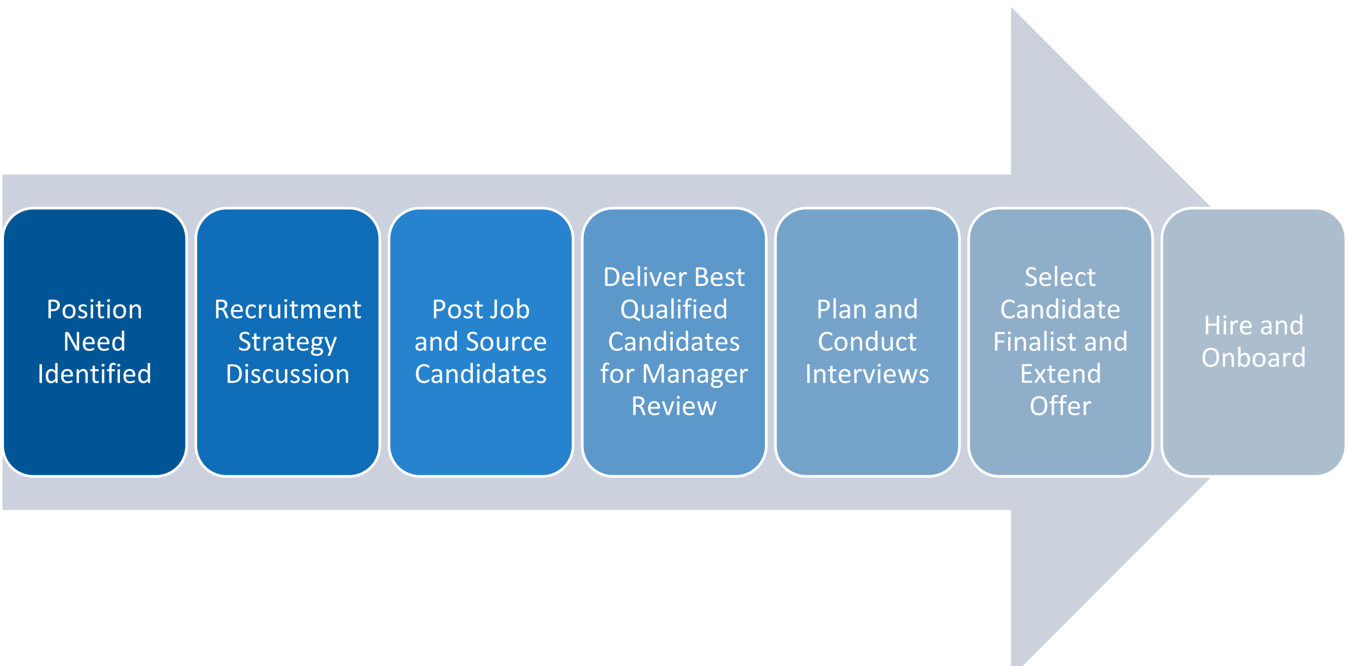
Hiring Philosophy

Hire the best, faster! The purpose of Talent Acquisition is to create a first impression that attracts top talent and inspires the best people to join and serve the great city of Denver! Talent Acquisition is focused on a positive candidate and client experience through expertise in:

- **Talent Attraction:** promoting our value proposition – who we are, what we do, and why the city is a great place to work!
- **Talent Selection:** selecting the best person for each and every position through rigorous and diligent screening.
- **Talent Onboarding:** welcoming each new hire to the city with enthusiasm, sharing institutional knowledge, connecting them with others and helping hiring managers with tools to ensure the success of their new employee.

Hiring Process

Talent Acquisition partners with hiring managers from the beginning to the end of the hiring process. The team serves to guide client agencies and candidates through each of the phases below.



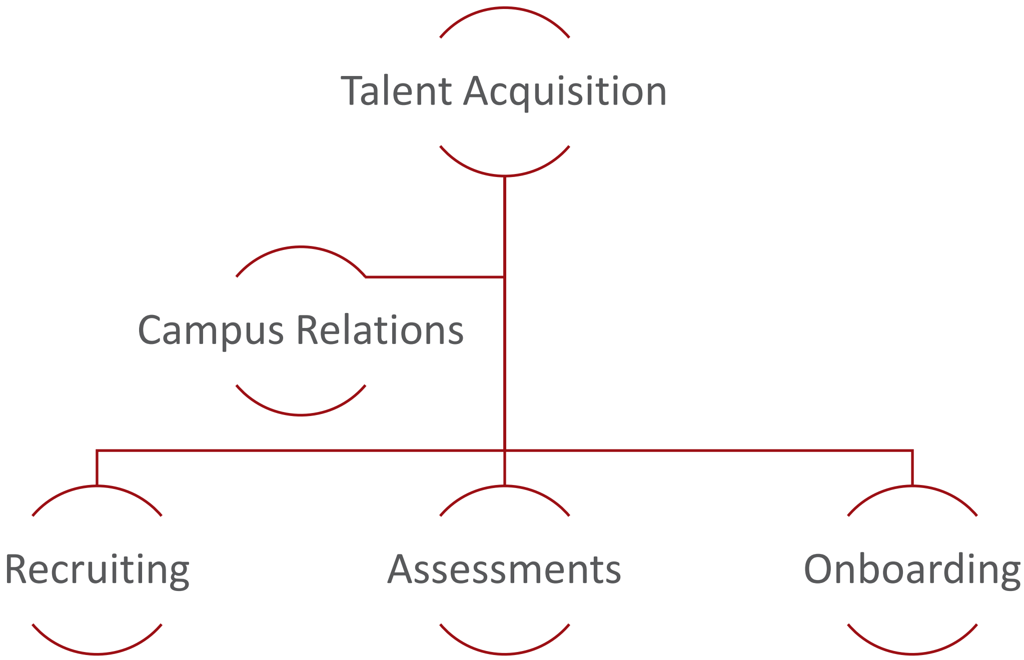
Diversity and Inclusion

Diversity and inclusion are cornerstones of our values at the City and County of Denver. We recognize that diversity and inclusion are critical to developing a talented, high-performing workforce and are committed to providing a supportive work environment in which all of our employees can thrive and reach their full potential. We strive to maintain a culture that attracts, develops and retains a diverse workforce that closely mirrors the residents of our community. We learn from and respect the cultures in which we operate and value the uniqueness of individual talents, experiences and ideas.

The City and County of Denver provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, national origin, sex, sexual orientation, gender identity and expression, disability, genetic information, military status, age, marital status, political affiliation, or any other status protected under federal, state, and/or local law.

Organizational Structure

Talent Acquisition is organized into three main functional areas: The Recruiting Team, Assessment Team, and the Onboarding Team. Collectively, the teams are made up of subject matter experts who are responsible for different phases of the hiring process. This includes a Campus Relations Program to develop students into professionals and diversity outreach.



Recruiting

The Recruiting Team drives the hiring process. Recruiters are talent and networking experts, candidate advocates, and brand ambassadors. The role of the recruiter is to consult with hiring managers through the recruitment process including develop job postings, source and screen candidates, and provide guidance on interview and selection of hires.

Assessments

The Assessment Team develops, validates, and administers all pre-employment assessments and tests for Career Service positions. Assessment specialists ensure that screening needs are met through online, written and performance tests that test both technical skills and competencies.

Onboarding

The Onboarding Team oversees the city's pre-employment screening and onboarding of new employees. They support candidates and hiring managers to facilitate background checks, drug screens, and physicals as well as generate job offer letters.

Campus Relations

The Campus Relations Program oversees internships and maintains a citywide program to cultivate entry-level talent. The team provides recruiting services to hiring managers and professional development and mentoring opportunities to students.

Governance

Section Summary

Hiring is governed by Federal, State, City, and Career Service governance, rules, policies and practices. Talent Acquisition must operate in compliance with these when performing job functions and guide client agencies and OHR partners to adhere as well.

This section includes:

- **The City Charter**
- **The City Code of Ethics**
- **Career Service Rules**
- **Executive Orders**
- **Policies and Guidelines**
- **Equal Employment Opportunity Commission (EEOC)**
- **Americans with Disabilities Act (ADA) Accommodations**
- **Veterans Preference**
- **Work Visas**

The City Charter

The City Charter is the collection of ordinances that govern City and County of Denver operations. Talent Acquisition hires under the merit system and maintains merit principles outlined in the Charter.

The City Code of Ethics

The Board of Ethics oversees the city's commitment to ethics and the Code of Ethics outlines the expectations of city employees. Refer to the Code of Ethics if ethical questions or issues arise. It contains case studies, representative opinions from the Denver Board of Ethics and other useful ethics-related information.

Public service is a public trust. The highest obligation of every individual in government is to fulfill that trust. Each person who undertakes the public trust assumes two paramount obligations:

- To serve the public interest; and
- To perform with integrity.

Please confer with OHR partners, the Board of Ethics, and/or the City Attorney's Office if ethical issues arise regarding hiring.

Career Service Rules

The Career Service Rules (CS Rules) govern employment with the City and County of Denver; including information about pay, classification, transfers, dispute resolution, promotions, training, and other personnel policies. The Career Service Rules that pertain to hiring include the following:

Career Service Rules for Hiring	
CS Rule 3 – Recruitment and Selection	Provides policy and practices for an efficient and consistent competitive hiring process that promotes equal employment opportunity and a highly productive, engaged workforce. **Important Key Points:** • Candidates must meet the required minimum qualifications to be considered for a position • All recruitments must be competitive unless for an appointee, transfer or demotion • To verify a competitive recruitment, three interviews must be completed

CS Rule 5 – Appointments and Status	Identifies types of appointments, positions, and employee statuses including dual incumbency and dual employment. It also details types of internal mobility for current employees. **Important Key Points:** • Appointee positions do not go through the competitive process outlined in Rule 3 • Transfers and demotions are defined by the starting pay rate of a classification and do not have to be competitive
CS Rule 7 **– Classification and Compensation**	Provides a process and creates a framework to ensure like pay for like work within the city's merit-based personnel system through the use of a systematic method of individual or group classification reviews **Important Key Points:** • Classifications are created based on the job duties a position will complete • Classifications include the characteristic duties and responsibilities that distinguish a given classification from other classifications and the minimum education, experience, and licensure/certification requirements necessary for appointment to a position in that classification
CS Rule 9 – Pay Administration	Explains the establishment and administration of pay practices (except merit increase and merit payments), and hours of work. **Important Key Points:** • Pay is divided by quartiles and cannot be set lower than the range minimum or higher than the range maximum • Pay should be set based on internal equity, education, and experience • Additional compensation cannot be given for a transfer • Relocation and/or a Recruitment Bonus can be added for qualifying external hires

Executive Orders

An Executive Order establishes or defines a policy to which all Agencies under the Mayor shall adhere. The Executive Orders that pertain to hiring include the following:

Executive Orders for Hiring	
Executive Order 94 - Employees' Alcohol and Drug Policy	Establishes and confirms the policy of the city concerning the problem of drug and alcohol use in the workplace. **Important Key Points:** • Candidates and employees filling safety sensitive of CDL positions require a drug test prior to first day of work • Employees are prohibited from being under the influence when conducting city business • Federal law on marijuana use takes precedence over Colorado state law
Executive Order 112 - Violence in the City Workplace	Establishes the policy and procedures to be followed by departments and agencies regarding violence involving employees of the city. **Important Key Points:** • Bringing any kind of weapon to city property or a city sponsored event is strictly prohibited
Executive Order 135 - The Use of Background Checks in Hiring and Employment Decisions	Establishes the use of background checks in hiring and employment decisions. City agencies are required to complete appropriate background checks on all people working for the city. **Important Key Points:** • A criminal background check must be completed prior to a candidate and employee's first day of work • Volunteers who provide or are anticipated to provide more than 40 hours per calendar year require a background check • A criminal background check cannot be initiated until a conditional offer has been extended to the candidate

Policies and Guidelines

The following are policies and guidelines that must be followed by Talent Acquisition staff and clients.

Equal Employment Opportunity

It is the policy of the City and County of Denver to assure equal employment opportunity to its employees and applicants for employment on the basis of merit without regard to race, color, religion, national origin, political affiliation, or age or any other basis protected by Federal, State or Local law, ordinance or regulation.

The City and County of Denver will follow this policy in recruitment, hiring, testing, certification, promotion, layoffs, returns from layoffs, demotions, terminations, training, performance evaluations, leave, and use of city facilities. Any questions should be directed to ERSTeam@denvergov.org.

ADA Accommodations

Upon request, Talent Acquisition will work with a qualified individual with a disability, as defined in the Americans with Disabilities Act (ADA), in a good faith effort to make necessary reasonable accommodations related to the application, assessment, test, interview, and any other aspect of the hiring process. A documented medical need for accommodation, prepared and signed by a health care provided, may be required.

At any point during the recruitment process, if a candidate references a potential disability, please ask if they need an accommodation and consult with the Recruiting Manager and Assessment Team to address the request.

Veterans Preference

The City and County of Denver adheres to the terms set forth in the Colorado Constitution regarding preference for Veterans in the application process.

Work Visas

Per Career Service Rule 3, the city does not typically provide any employment based non-immigrant or immigrant visa sponsorship. An exception may only be granted by the OHR Executive Director to an appointing authority. Therefore, hiring managers and recruiters cannot commit to sponsoring a potential hire. In addition, it is the responsibility of the employee to manage and maintain any visa once they start working for the city.

To justify visa sponsorship, the city must prove that a position cannot be filled with a U.S. citizen. Positions must be highly specialized with very few candidates and a unique applicant pool. As part of the application process, work authorization status is collected from applicants but cannot be used to disqualify them from consideration for hire.

If a candidate requires sponsorship, the recruiter will contact the hiring manager to confirm whether or not the agency is interested in considering visa sponsorship for the position and advise on next steps.

Hiring Processes and Workday

Section Summary

Talent Acquisition is responsible for the entire recruit to hire process and the city relies on Workday as the platform for human capital management including recruiting, hiring, learning and development, benefits, and performance. Client agencies and candidates rely on Talent Acquisition for hiring support and are end users of Workday.

This section includes:

- **Hiring Processes Overview**
- **Hiring Support**
- **Workday Overview**
- **Workday Support**

Hiring Processes Overview

Talent Acquisition follows two (2) processes to hire an employee: Competitive Hiring or Non-Competitive Internal Movement or Rehire.

- **Competitive Hire:** for a competitive recruiting process; involves the recruiter and includes a strategy discussion, posting the job, selecting a hire from a pool of candidates who apply, and completing the necessary pre-employment, onboarding, and hiring steps
- **Non-Competitive Internal Movement or Rehire:** for non-competitive internal movement (add job, transfer) or rehire (season worker or former employee); involves the onboarding coordinator to facilitate the necessary pre-employment, onboarding, and hiring steps

Hiring Support

Denver Hub is the citywide intranet with resources and information for employees including Human Resources Services such as Hiring, Benefits & Wellness, Learning & Development, Jobs Center, Payroll as well as Workday, Facilities, Finance, and Technology Services.

Talent Acquisition's Hiring Center is designed to be the single, central source of information for hiring support and includes an overview of the process as well as contacts and links to supplemental resources.

Contact your recruiter! If you are unsure of who your recruiter is, contact the Talent Acquisition front desk at 720-913-5627 or jobs@denvergov.org.

Candidates and Employees

Candidates should visit the Jobs Center to search for and apply to jobs. Information and helpful resources are also available on the Hiring Process Overview and Assessments pages. Current Employees should visit Building a career Within the City for information. Prospective student workers for intern, trainee, and fellow positions should visit the Campus Relations Program website.

Workday Overview

The city utilizes Workday for Human Capital Management and Financial Services. City employees use Workday to manage benefits, pay, and personal information. Workday is also the citywide learning and performance platform with online courses, goals, and performance reviews. The city's financial functions use Workday for financial and procurement activities. The Office of Human Resources and HR Community relies on Workday for all personnel management activities such as organization structure for agencies/departments as well as hiring, mobility, and terminations.

Workday's Recruiting Module is specifically for recruiting, testing, and hiring. Workday is also the system through which external and internal applicants apply to job opportunities. Talent Acquisition is responsible for facilitating tasks and helping clients take actions in the system throughout the hiring process.

Workday Support

Workday resources including job aids and a User Guide can also be found in Workday under the Learning application as well as on the citywide Workday website. For additional support, contact the HR Service Center at 720-337-4357, Option 2.

Position Management

Section Summary

Position management is a set of tasks associated with overseeing organizational structure for a team by managing vacancies and departures. It is a function of the hiring manager or someone assigned to oversee positions within the department or agency.

This section includes:

- **Position Management Overview**
- **Position Management Tasks**

Position Management Overview

Position management is a set of tasks associated with creating, editing, closing, and requesting to fill positions. This process is managed by departments and agencies to determine how jobs are defined, how many positions are needed, what levels and types of positions, and what the organizational structure should look like. For the City and County of Denver, this is all done within the human capital management system: Workday.

The hiring manager or someone in the department or agency is responsible for maintaining positions within a supervisory organization known as a supervisory org and initiating tasks.

Position Management Tasks

At the city, position management starts with the creation of a new position or changing an existing position. The following table includes the tasks associated with position management that exist in Workday.

Our philosophy is "fix then fill" meaning that the details of the position should be addressed first before requesting to fill the position. Position Management is separate and distinct process from the Job Requisition. Once a position is accurate, approved, and available, the next step is the job requisition.

Task	What It Does
Create Position	Creates new position(s) outside of the standard budget cycle
Edit Position Restrictions	Changes to a vacant position or to the position for when it becomes vacant
Edit Position	Changes to a filled position and the employee in the position
Change Org Assignments	Changes to the Cost Center
Close Position	Closes the position (formerly "abolish")
Create Job Requisition	Requests to fill a position via competitive or non-competitive hiring process

Recruitment Strategy

Section Summary

The primary goal of Talent Acquisition is to help hiring managers fill open jobs with the best possible talent. This is achieved through the creation of a recruitment strategy for each position or type of position and then executing the strategy in collaboration with hiring managers to ensure a smooth and successful hiring process.

This section includes:

Recruitment Strategy Overview

To ensure a successful recruitment, it is critical that the recruiter and hiring manager collaborate to develop a thoughtful recruitment strategy and execution plan. The more effort devoted up front, the smoother the process will go.

The role of the hiring manager is decision-maker and subject-matter-expert regarding wants and needs in a new hire. The role of the recruiter is to steer the entire recruitment process. The recruiter serves as the strategic business partner for hiring; providing guidance to hiring managers and overseeing logistics.

Talent Acquisition's target time-to-fill a position is an aggressive **45 days** from the date the job is posted to the date a candidate accepts a job offer. This timeframe is to keep the city market competitive in the fight for top talent and minimize the potential to lose out on great candidates.

The Strategy Meeting

When a hiring manager is ready to fill a position, a strategy meeting should be arranged with the recruiter. A strategy meeting sets the tone for a successful recruitment. It serves to get everyone working towards the same outcome: to find the ideal candidate, quickly! The purpose of a strategy meeting is for the recruiter and hiring manager to:

- Review the job specifications and determine a target candidate profile
- Create a functional job title that will appeal and be clear to candidates
- Discuss appropriate evaluation methods and any testing requirements
- Identify a sourcing and outreach plan to market the job
- Determine referral criteria and process for screening and selecting candidates for interviews
- Set a timeline for milestones throughout the process

In preparation for a strategy meeting, the hiring manager should come prepared to discuss the target start date for the position, the type of recruitment (external or internal) along with the top three characteristics of the target candidate.

Job Posting

Section Summary

The city only has seconds to convince a job seeker to apply to an open position so an enticing job posting is the key to attracting top talent.

This section includes:

- **Job Posting Overview**
- **Job Posting Guidelines**
- **Job Posting Template**

Job Posting Overview

A well-written job posting is one of the most effective tools for finding good talent. Consider the job posting as a marketing piece or advertisement to attract people to the job. It should paint a picture of the job and the ideal candidate in a clear, concise, intriguing manner.

The recruiter will collaborate with the hiring manager to write a job posting that accurately describes the job and responsibilities as well as appeals to the interests and preferences of target candidates. It is also critical that the posting is visually appealing and easy to read.

Job Posting Guidelines

Talent Acquisition has job postings standards to ensure that all postings have the look and feel of the City and County of Denver employer brand as well as includes the necessary information. Here is a sample of a finished product.

The goal is a complete, clean, compelling job posting that will persuade candidates to join the city. Below are some helpful Do's and Don'ts to job postings.

DO'S

- ☐ Create a functional title that will appeal and be clear to your target candidate (and be well-searchable)
- ☐ Use "we" and "you" to make it personal
- ☐ Use keywords that cater to online searches (be mindful of filters)
- ☐ Use action verbs and vary them
- ☐ Describe the benefits of the city including culture, history, and work environment
- ☐ Get applicants excited about the city
- ☐ Be industry-relevant
- ☐ Be precise and concise
- ☐ Be consistent and clear with formatting
- ☐ Proofread and spell-check
- ☐ Quality assurance check with someone

DON'TS

- ☐ Use the job classification title and level (e.g. Management Analyst III)
- ☐ List generic job duties from the job class spec
- ☐ Write the job description like a performance evaluation including minor tasks
- ☐ Overuse bold and italics – use for emphasis only!
- ☐ Use clichés (go-getter, multi-tasker)
- ☐ Use city acronyms or jargon
- ☐ Be verbose
- ☐ End bullets with a period
- ☐ Duplicate information

Job Posting Template

Use the Job Posting Template to draft job responsibilities and candidate qualifications The template includes the standard job posting section headers as they appear in Workday.

Sourcing and Outreach

Section Summary

Top talent is not typically actively searching for a new job so sourcing involves seeking out and engaging qualified candidates to apply.

This section includes:

- **Sourcing and Outreach Overview**
- **Tools and Techniques**

Sourcing and Outreach Overview

A critical part of a recruitment strategy is a sourcing and outreach plan to proactively identify and communicate with candidates that match a desired skill set for a position. During the strategy meeting, the recruiter and hiring manager will discuss the tools and techniques that will be most effective.

Every employee has an important role to play as a Talent Ambassador for the city. Leveraging existing contacts is one of the easiest and most effective ways to find quality candidates. Even if someone is not looking for a career change, they probably know someone who is! Moreover, the best connections are likely to come from individuals within the same field of work.

The hiring manager is encouraged to share a job opportunity with colleagues to promote with their own networks. If candidates have questions about applying for jobs at the City and County of Denver, refer them to the Hiring Process information website for an overview.

Tools and Techniques

There are many ways to actively find people for the city's jobs including: professional networks, social media, career fairs, events, and more. Below is an overview of tools available to tap into top talent. The tools are organized into no-cost options, OHR-Sponsored options that incur a cost that is covered by Talent Acquisition, and Client-Sponsored options that will require the agency or department to cover the cost.

NO COST

- ☐ Denvergov.org
- ☐ Social Media (Twitter, Facebook, Instagram, etc.)
- ☐ Existing Contacts (internal and external)

OHR-SPONSORED

- ☐ Online Job Boards
- ☐ LinkedIn
- ☐ Campus and Alumni Networks (college/trade schools, student organizations)
- ☐ Diversity Organizations
- ☐ Career Fairs and Networking Events

CLIENT-SPONSORED

- ☐ Professional/Trade/ Certifications/Licensing Organizations and Job Boards
- ☐ Conferences

Candidate Evaluation

Section Summary

Talent Acquisition has a critical role to play in narrowing the applicant pool to identify best qualified candidates. In turn, this allows the hiring manager to focus time and energy only on those well-suited for the position.

This section includes:

- **Candidate Evaluation Overview**
- **Summary of Screening Tools**
- **Assessments and Testing**
- **Recruiter Review of Candidates**
- **Manager Review of Candidates**
- **Closing a Job Posting**
- **Phone Screening**

Evaluation Methods Overview

There are methods and steps throughout the hiring process to evaluate candidates. The recruiter and hiring manager will discuss which tools to use as part of the recruitment strategy. It is important to remember that some evaluation methods, such as assessments and testing, may be required depending on the position while others are optional.

Summary of Screening Tools

The following is a summary of commonly used screening tools along with when and how to use them.

Screening Tools		
	What It Is	**How to Use It**
Cover Letter	A letter written by the applicant to communicate interest, career highlights and fit for a job.	Customary for higher level professional positions. A cover letter can showcase writing capabilities. To get the most value, tell the applicant what to address in the letter. For example, "please elaborate on your experience in leading initiatives in large, complex organizations."
Questionnaire	Supplemental questions that are part of the job application to gain additional insight into an applicant.	Helpful to screen for specific information that a candidate may not highlight in their application. Can have pre-set answer choices or be open-ended.
Assessments and Testing	Pre-employment assessments and tests are administered to evaluate job applicants fairly and objectively on the required knowledge, skills, abilities (KSAs) or competencies necessary for successful job performance.	Some positions require testing and must be conducted as part of the screening process. Timeline of administration varies; most are administered prior while performance tests and time of interview tests typically take place later.
Proof of Credentials (Licenses, Certifications, etc.)	Some jobs require a specific license or certifications e.g. CPA, Attorney, Plumber, Lifeguard/CPR, etc.	Proof of credentials should not be requested via the job application. If a license or certification is required per the job classification specification, it will be verified as part of the background check process conducted by the onboarding coordinator.
Work or Writing Samples	A sample work product provided by the applicant to showcase skills and abilities. For example, a report, slide deck, strategy plan, design, project plan, video, graphic, etc.	Useful to differentiate applicants if seeking specific capabilities but keep in mind this can be time consuming to review. It is more appropriate to request a work sample later in the selection process such as time of interview.
Phone Screening	A brief phone conversation with a candidate to collect or clarify information.	Valuable tool to supplement the job application prior to interviews.

Assessments and Testing

Per Career Service Rule 3, the Office of Human Resources (OHR) is charged with fairly and objectively developing, validating, and administering all pre-employment assessments and tests for Career Service positions at the City and County of Denver. The types of assessments and tests administered by the city are developed in accordance with the Uniform Guidelines on Employee Selection and are validated to predict job performance in the most useful, reliable, fair, and efficient manner possible. It is the responsibility of the OHR to develop and/or procure pre-employment assessments and tests that identify the most qualified candidates for a job based on their knowledge, skills and abilities.

Purpose in Hiring

During the strategy meeting, the recruiter will discuss with the hiring manager any required assessments or tests for the job classification. If additional testing may be needed, the hiring manager should notify the recruiter. The list of positions that require an assessment or test is posted on the Assessments website. The recruiter will partner with the Assessment Team to coordinate test administration.

Assessments and tests provide the city a means to evaluate job applicants in a fair, objective, and consistent manner on the required knowledge, skills, abilities (KSAs) or competencies necessary for successful job performance. Assessments and tests also streamline the hiring process by systematically identifying high-quality candidates from the high volume of applications the city receives each year. When administered correctly and consistently, assessments and tests improve diversity in the hiring process and have greater legal defensibility than more subjective means of evaluating applicants.

Types

Assessments and tests are both evaluation methods to screen candidates but are applied differently depending on job requirements.

Assessments

Assessments measure competencies and work behaviors that predict successful performance on the job. Examples are: measuring customer focus, reliability, or management potential. As competencies and work behaviors take more time to develop, there is a six-month waiting period to re-take an assessment. Once the assessment is passed however, the score is good for as long as the assessment is in use.

Tests

Tests measure specific skills that are needed on the job. Examples are Microsoft Office programs or data entry skills. These job specific skills can be quickly gained or lost through practice or lack of use, therefore there is no waiting period to re-take a test but the test score is only good for one year.

The specific types of assessments and tests are outlined below:

Types of Assessments and Tests	
Online Assessments and Tests	Delivered through an internet based testing platform; Online assessments and tests are sent to applicants via email and can be completed from any computer with an internet connection.
Performance Tests	Require applicants to demonstrate a hands-on or physical skill; This includes, but is not limited to: operating equipment, driving, climbing, and performing work tasks. Performance tests are administered at designated city facilities by qualified raters. Refer to Performance Testing Process for step-by-step instruction and Performance Test Checklist, Performance Test Participant Waiver, and Practice Session Participant Waiver.
Time of Interview Tests	Evaluate applicants on skills specific to a position or on skills that are not easily evaluated through other screening methods; These tests are administered on the day of the candidate's interview, either before, during, or after the interview. These tests include, but are not limited to: PowerPoint presentations, work samples, and writing exercises.
Assessment Centers	Employ various testing methods and exercises to evaluate multiple KSAs and competencies in groups of individuals; Testing methods used in assessment centers may include, but are not limited to: job simulations, interviews, written samples, group exercises, presentations, and role play exercises.
Bilingual Tests	Evaluate fluency in a second language that is used on the job; These tests can be given over the phone, on the computer, or by a qualified interpreter, depending on the language. Bilingual testing is used for positions that require the use of a second language as part of the job classification or to request a bilingual pay differential for an employee whose job does not require a second language but the employee uses the language frequently to complete his or her job tasks.

Timeline

The assessment process timeline varies depending on the type of assessment or test. Typically, the administration of assessments or tests follows the guidelines below:

Average Time to Administer Assessments and Tests	
Online	Six business days
Performance	Ten business days
Assessment Centers	Varies depending on content
Bilingual	Five business days (depending on employee availability)

Scoring

The scoring methods used to evaluate an applicant largely depends on the type of assessment or test that is administered. There are two methods for scoring:

- **Percentile Ranking:** ranks applicants on a normative distribution, meaning the applicants' results are compared to a normative group of test takers to determine their ranking. For example, an applicant who scores at the 75th percentile has scored greater than 75% of other applicants, or 25% above the average applicant.
- **Traditional Scoring:** determines the percentage of questions that an applicant answers correctly. For example, if an applicant correctly answers 15 of 20 questions, their score would be 75%.

Results and Score Reports

The hiring manager will only see results for applicants who pass the assessment or test(s) and were referred by the recruiter. Applicants do not receive numerical scores; they are provided with pass/fail results only. Assessment and test results are available to the hiring manager as a numerical score on the referred list. This one score is a composite of any assessments or tests given.

For assessments, there are two reports available that provide detailed information about a candidate's results. Both reports can be requested from the recruiter:

- **Interview report:** provides a breakdown of the candidate's score by each competency assessed. It also includes suggested interview questions and rating guides.
- **Development report:** can be requested for the candidate chosen for hire. It provides some general development recommendations for each competency assessed.

Development reports are also available to internal applicants upon request. Employees interested in feedback on an assessment should contact the Assessment Team at AssessmentTeam@denvergov.org.

Reports are not available for tests. If interested in more information about what the test is measuring and/or how to interpret an applicant's score, please contact the Assessment Team at AssessmentTeam@denvergov.org.

Retake/Shelf Life Policy

The re-take policy depends on whether the applicant took a test or an assessment.

- **Assessments:** applicants must wait six months to re-take an assessment. Once an assessment is passed that score is valid for as long as the assessment is in use. If an applicant re-takes the assessment the most recent score will be used, regardless of whether it is higher or lower than the previous score.
- **Tests:** applicants can re-take the test once a new recruitment opens. Passing scores on the test are only valid for one year. If an applicant re-takes a test the most recent test score will be used, regardless of whether it is higher or lower than the previous score.

Requesting a New Test or Test Review

To add a new test to the selection process or to have a current test reviewed, the hiring manager should notify the recruiter. The recruiter will consult with an assessment specialist to discuss the position and potential testing needs.

The time to complete test changes, if warranted, or to a create a new vary depending on the scope and complexity of the request. Some test changes and time of interview tests can usually be completed within five business days. Larger changes or full test creation can take several weeks to complete.

Recruiter Review of Candidates

Once applications have been received and testing is complete, the next step is for the recruiter to review those applications and determine which candidates to advance in the process. The recruiter will screen according to the criteria discussed at the strategy meeting. Specifically, the recruiter reviews the job application and any supplemental materials requested via the job application. The goal of this part of the process is to identify the best qualified individuals for the job and narrow the candidate pool to a manageable size. The recruiter methodically reviews each applicant into one of the following two buckets:

Applicant Categories	
Best Qualified Applicants	The applicant exceeds minimum qualifications and meets most to all ideal qualifications the hiring manager is seeking. These are the applicant's the recruiter should be excited to share with the hiring manager.
Minimally Qualified Applicants	The applicant only meetings minimum qualifications required for the position.

Referring candidates is the process of the recruiter sending candidates whom the recruiter feels are best qualified for the job to the hiring manager.

Manager Review of Candidates

Referring candidates is the process of the recruiter sending candidates whom the recruiter feels are best qualified for the job to the hiring manager. It is important that the recruiter provide candidates in a timely manner. Equally important is providing a concise and manageable number of candidates consisting of the best qualified talent instead of the minimally qualified talent.

The hiring manager is responsible for reviewing each candidate sent by the recruiter and providing feedback by selecting one of the following response options:

- **Interested:** move forward to recruiter; manager cannot change
- **Not Interested:** move forward to recruiter; manager cannot change
- **Maybe Interested:** temporary holding bucket; must re-review and select either Interested or Not Interested

This is just the initial indication about the candidate from the hiring manager to the recruiter. Once the hiring manager has reviewed the candidates, the recruiter and hiring manager should have a conversation to discuss the candidate pool and determine how to proceed.

Closing a Job Posting

If receiving applicants on a rolling basis, the recruiter and hiring manager will stay in touch to mutually determine when the applicant pool is sufficient, and the posting can be closed. The recruiter will screen and refer the remaining applicants and the hiring manager will need to review the final batch to maintain fairness in the process.

Phone Screening Overview

Phone screening is a valuable tool for gathering or verifying information about applicants. A phone screen can be used to clarify information on the application materials and salary requirements, ascertain team and department fit, and assess the candidate's interest in the City and County of Denver. Phone screens should be conducted by the recruiter unless there are reasons that it is more effective for the hiring manager to do so. In either case, it is the responsibility of the recruiter to lead this process. Remember, phone screens are not intended to be overly technical or replace the formal interview.

Phone screens may be appropriate for a variety of scenarios. They can be useful earlier on in the process when deciding which applicants to refer to the hiring manager. Alternatively, a recruiter or hiring manager can use them to narrow a pool of candidates to interview. A few things to keep in mind:

- Always take notes on your conversation
- Consider using video technology such as Skype to personalize the experience
- Keep it quick – no more than 30 minutes

Conducting a Phone Screen

To prepare for and conduct a phone screen, use the checklist below to make sure no topics or details are missed.

Prepare for a Phone Screen:

- ☐ Contact candidates via phone and/or email to set a time to speak
- ☐ Prepare a high-level overview of the position and of the department/agency
- ☐ Identify some key initiatives or projects to help sell the position
- ☐ Create standard screening questions
- ☐ Review each applicant's application materials

Conduct the Phone Screen:

- ☐ Introduce yourself
- ☐ Explain the purpose for the call and set the agenda
    - Let the candidate know there will be time for questions at the end
- ☐ Provide a high-level overview of the position and the department/agency
    - Remember, sell the City and County of Denver!
- ☐ Set salary expectations and explain the city's compensation model
    - Share the hiring range to find out if it is line with the candidate's expectations – do not ask about current, past, or expected pay
- ☐ Ascertain the candidate's motivation and drivers and relate those to the position
- ☐ Take time to answer the candidate's questions
- ☐ Ask if the candidate is interested in proceeding
    - Listen for hesitation and probe if it exists
    - If interested, determine availability to interview and start

Interviewing and Selection

Section Summary

A good interview process is crucial to both identify the best candidate and to a create positive candidate experience.

This section includes:

Interviewing and Selection Overview

The objective of interviewing is to find the best candidate for the job. The hiring manager is best equipped to know what is needed in a new hire so is the ultimate decision-maker. The recruiter plays a more consultative role and serves to guide the process, make sure the necessary steps are followed, and maintain the recruitment timeline.

For hiring managers and others who participate in interviews, recommended training is available in Workday titled: *Interviewing & Selection: The Fundamentals to Hiring the Best Candidate for the Job* which covers best practices, tools and techniques to successfully prepare for and conduct interviews. In partnership with Learning & Development, Talent Acquisition recruiters can facilitate a follow-up workshop for employees that focuses on the application of skills and techniques and affords participants to an opportunity to practice screening applications, creating interview questions, evaluating candidate responses, selecting a candidate to hire, and notifying candidates not selected.

Selecting Candidates to Interview

After the recruiter refers candidates, the hiring manager must review the applications and decides which candidates to invite to interview. The hiring manager should follow the steps below to ensure methodical review of each applicant.

1) Review the job posting to refresh on the ideal candidate profile and position details which serve as the benchmark.
2) If an assessment was administered for administrative professional, supervisor, or customer service agent, review the comprehensive score report along with the competency definition sheet that was provided by the recruiter.
3) Begin at the top of the list and evaluate each application against target qualifications.
   a. Content is the most important element of a job application. Look for related, tangible experience and concrete examples.
   b. Look out for red flags including gaps in employment history, job hopping, spelling, grammar and punctuation mistakes, and attention to detail. A sloppy application speaks to quality of work.
   c. Review responses to supplemental questions. Information provided (or lack thereof) can validate whether the applicant's claimed experience is legitimate.
   d. Review any additional materials collected as part of the application.
4) Organize applicants into one of three categories: Yes, No, or Maybe:

Applicant Categories	
Yes	The applicant is a stand-out who exceeds expectations and possesses most if not all the ideal qualifications the hiring manager is seeking.
No	The applicant has little to no experience in the areas that the hiring manager is seeking and shows several red flags.
Maybe	The applicant falls somewhere in the middle and has some but not all the qualifications the hiring manager is seeking.

5) After reviewing all the materials, if there are too few or too many applicants, consider phone screens.
6) The target number of candidates to interview can vary depending on the position but typically four to six candidates is recommended. Career Service Rule 3 requires that a minimum of three candidates be interviewed.

Preparing to Interview

Once the list of candidates to interview has been determined, the next step is to develop an interview plan. The hiring manager, with support from the recruiter, should figure out the logistics of the interview including the format and structure for the interviews as well as interviewers.

Participants

Interviewers should consist of a diverse group of people who hold different roles on the team, department, or agency. Consider a mix of peer to supervisor level including potential clients or stakeholders. A variety of perspectives as well as areas of expertise will help evaluate multiple aspects of a candidate to determine if they will be a good fit for the position.

For a manager or higher-level position, consider clients and other members of leadership. Staff level and on-call positions or volume hiring may only require the supervisor and/or a small team of knowledge experts to effectively conduct interviews.

Format

The interview structure should accommodate the interviewers and be appropriate for the position. A panel interview consists of a group of interviewers all together. It is recommended to have no more than five interviewers on a panel at a time. An alternative is a series of one-on-one interviews where each interviewer meets with the candidate individually.

Another consideration is the number of interview rounds to conduct. Typically, two rounds but no more than three rounds of interviews are needed to accommodate all the desired interviewers and to narrow the pool of candidates. The standard duration for an interview should be 30-60 minutes.

Logistics

The interview location should be secured early. The space should be comfortable and clean to make a positive first impression as well as accommodate any IT or technology requirements.

After the interview plan is solidified, the hiring manager should schedule time with the interviewers and reach out to the candidates and invite them to interview. It is also important to provide a follow-up email confirmation of the interview details including place, time, duration, travel/parking instructions, and, if acceptable to the participants, the names and titles of the interviewers.

Creating and Selecting Interview Questions

Interview questions should be prepared in advance of an interview. The hiring manager can request assistance from the recruiter as needed. An interview should revolve around the target qualifications and needs for the position. It is important to ask a variety of questions that target different desired qualities to get the most complete assessment of a candidate. There are generally three categories of questions to ask:

Types of Interview Questions	
Technical	Focus on knowledge, skills, abilities, and work experience.
Behavioral/Competency-Based	Focus on temperament, attitude, and interpersonal and communication skills.
Culture/Organizational Fit	Focus on the workplace and team environments to determine whether a candidate is a good match.

Keep in mind some basic Do's and Don'ts writing interview questions:

DO'S

- ☐ Ask open-ended questions
- ☐ Ask clear, concise, direct questions
- ☐ Ask about previous experiences and request specific examples
- ☐ Ask scenario-based questions
- ☐ Ask probing and clarifying questions

DON'TS

- ☐ Ask questions that elicit a yes/no response
- ☐ Ask leading questions
- ☐ Ask questions for which you already have the answer
- ☐ Ask hypothetical questions

Resources for Interviewing

To assist in interview preparation, Talent Acquisition has created some tools and resources for hiring managers and teams to use.

Guide to Interview Questions

The Guide to Interview Questions includes sample questions of each type described above. A list of approximately ten questions should be selected but that number can fluctuate depending on the duration of the interview. If the position requires an assessment or test, an interview report is also available with suggested interview questions.

Candidate Scorecard

It is important to have some type of barometer for evaluating candidates during an interview. The Candidate Scorecard is a customizable tool for a hiring manager to collect feedback from interviewers. It allows the target criteria to be identified and assessed using a structured rating scale.

Best Practices for Interviewing

There are some general best practices to interviewing regardless of the situation. The purpose of an interview is to determine whether a candidate is the right hire for a job. The role of the interviewer is to actively and objectively listen to a candidate without biases and get the necessary information about a candidate to make a fair and accurate determination.

Probing and Clarifying Questions

Generally, candidates should be asked the same questions so they can be compared against the same criteria. That said, each candidate is unique so asking clarifying or probing questions is completely appropriate and helps make the interview more conversational.

- **Clarifying question:** is verifying facts such as "how much time did that project take to complete?"
- **Probing question:** helps to get a candidate to expand on their person opinions and feelings, and promotes critical thinking. Typically, a probing question will begin with "what" or "why". For example, "why did you handle the situation that way?" and "what result did you get?"

What Not to Ask

In general, interviewers should never ask questions or make comments regarding a candidate's: age, sex, ethnicity, national origin, religion, marital or familial status, disabilities or health status, criminal history or any other factors that are irrelevant to the job. To distinguish permissible from impermissible inquiries with examples, refer to the Guide to Interview Questions. For additional assistance, contact the recruiter or the City Attorney's Office.

Conducting an Interview

The successful execution of an interview is achieved through careful planning and preparation.

Before the Interview

In preparation for the day of the interview, the interview plan should be shared including the job description, candidate applications, and interview questions with the interviewers to review at least three days prior. It is important that interviewers understand their role and how to evaluate the candidates. Be clear about the target criteria and the qualities they should be looking for.

Compile any necessary materials to have on hand in the interview, including copies of the job description, candidate applications, and interview questions for all interviewers along with the interview schedule, contact details for candidates, and business cards to provide at the end of the interview.

On the day of the interview, make sure the room is set up properly. If technology will be used, test any IT requirements ahead of time to ensure everything is in working order. Figure out the best seating arrangement and put out water.

During the Interview

Put candidates at ease and create a positive candidate experience throughout the interview. Be respectful of everyone's time and stay on schedule. Escort candidates to and from the interview location.

At the outset of an interview, allow time for introductions and share the interview agenda to set expectations. A typical agenda consists of introductions, a brief overview of the position and team, interviewer question and answer, candidate question and answer, and closing with an explanation of next steps.

After the Interview

Collect feedback from all interviewers on each candidate that was interviewed. There does not have to be consensus amongst the group but it is important that everyone is able to provide an evaluation given their investment in the process.

Selecting the Candidate to Hire

Hiring the best people for the right positions is one of the key components in creating a healthy, positive, productive work culture. The hiring manager is responsible for incorporating interviewer feedback to make a final decision about who to hire. Review all the available information including the strategy meeting notes, job posting, job application, supplemental application materials, and interview notes. Rate or rank the candidates based on the target criteria.

Consider fit with the team and organization along with interest in public service. Think about what gaps exist on the team which need to be filled. Most importantly, determine the non-negotiables versus what can be coached or learned on the job. Always focus on selecting the best candidate for the position, the team and the city ensuring the decision is clearly defensible in why the other candidates were not selected.

References

The reference check is the last opportunity for the hiring manager to validate a candidate's suitability for the position and the team prior to extending a job offer. Always notify the candidate before contacting a reference. If helpful, use the Candidate Reference Check Form to document the feedback provided.

Notifying Candidates Not Selected

To ensure a positive candidate experience regardless of outcome, it is important to follow up with and communicate with candidates about their status in the process and turn them down when they are no longer being considered for a position. Candidates will receive an automatic email anytime they are dispositioned to decline in Workday notifying them that they have not been selected. Candidates can also check their status at any time in Workday.

For candidates that make it farther in the process, either to participate in phone screens or interviews, it is best for someone to follow up directly. This personal touch ensures that candidates have a favorable view of the city as an employer. Ideally, the hiring manager should follow up with candidates either via phone or email to deliver the message.

Use the following messaging for various candidate turndown situations. As noted, internal and external candidates should be handled differently. Communicating with internal candidates should be focused on career development and coaching. After all, they are colleagues! Take the opportunity to offer constructive feedback and advice on how they can improve and develop their skills to further their careers.

Candidate Turndown and Appropriate Messaging	
External Candidate Applied – Not Referred	If a candidate contacts the recruiter or hiring manager directly for a status update but was not referred: • Thank them for their interest in the position • Explain where the process stands and their status • If not moving forward, direct the candidate back to the city's job postings to apply for other positions they might be a better fit
External Candidate Applied – Not Selected to Interview	If a candidate contacts the recruiter or hiring manager directly for a status update but was not selected to interview: • Thank them for their interest in the position • Explain that the department/agency has decided to interview other candidates at this time • Direct the candidate back to the city's job postings to apply for other positions they might be a better fit
External Candidate Interviewed – Not Selected	All candidates who participate in interviews should be communicated with once a hiring decision has been made: • Thank the candidate for their interest in the position • Explain that the department/agency has decided to go in another direction • Be prepared to discuss what the candidate did well in the interview and where improvements are needed. Is there a particular skill or area of experience needed for this position that is not demonstrated? • If applicable discuss what other positions the candidate may be a fit for within the city

<table>
<tr><th colspan="2">Candidate Turndown and Appropriate Messaging (continued)</th></tr>
<tr><td>Internal Candidate to the City Applied – Not Selected to Interview</td><td>If a candidate who is a current employee within the city applied but was not selected to interview:
Thank the candidate for their interest
Explain that you have decided to go in another direction
Talk about what they need to work on both in the application process and also job performance. Is there a particular qualification for this position that they do not possess?</td></tr>
<tr><td>Internal Candidate to the Hiring Department Applied – Not Selected to Interview</td><td>If a candidate who is a current employee within the hiring department/agency applied but was not selected to interview:
Hiring manager should reach out to the candidate personally
Thank the candidate for their interest
Explain that you have decided to go in another direction
Talk about what they need to work on both in the application process and job performance. Is there a particular qualification for this position that they do not possess?</td></tr>
<tr><td>Internal Candidate to the City Interviewed – Not Selected</td><td>If a candidate who is a current employee within the city was interviewed but not selected for hire:
Hiring manager should reach out to the candidate personally
Thank the candidate for their interest
Explain that the department/agency has decided to go in another direction
Think of this as an opportunity to provide constructive, developmental feedback
Be prepared to discuss what the candidate did well in the application process as well as where improvements are needed. Is there a particular skill or area of experience needed for this position that was not demonstrated?</td></tr>
<tr><td>Internal Candidate to Hiring Department Interviewed – Not Selected</td><td>If a candidate who is a current employee within the hiring department/agency was interviewed but not selected for hire:
Hiring manager should call the candidate personally or set up a meeting
Thank the candidate for their interest
Explain that the department/agency has decided to go in another direction
Think of this as an opportunity to provide constructive, developmental feedback
Talk about the candidates’ strengths – what do they do well?
Discuss the candidate goals – where do they want to be in one, five, ten years?
Be prepared to discuss what the candidate did well in the application process as well as where improvements are needed. Is there a particular skill or area of experience needed for this position that was not demonstrated?
Guide candidate in coming up with a plan to get them there – training, projects, etc.</td></tr>
</table>

Job Offer

Section Summary

Once a candidate has been selected for hire, a job offer can be extended. There are a lot of complexities to this step and it is crucial that the hiring manager and recruiter communicate closely to ensure a positive candidate experience and hopefully get them to accept.

This section includes:

Job Offer Overview

Once a hiring decision is made, a job offer can be prepared and extended to the lucky candidate! This is an exciting time for the candidate and the hiring manager as both parties have done a lot of work to get to the finish line and want to close the deal.

To prepare and extend a job offer to a candidate, please coordinate with your recruiter and follow the Process Guide.

Pay Philosophy and Practices

The City and County of Denver continues to update our pay philosophy and enhance our overall pay practices to align more closely with organizational leading practices. The city pays competitively based on the local market and commensurate with the duties of the job along the level of experience and education of the candidate. The recruiter will discuss target pay during a phone screen with the candidate to determine if our job is within range of their expectations.

There are important factors that should be considered and evaluated carefully when setting pay for new hires, rehires, or employees being promoted to a pay level that is higher than the job classification specification's entry/range minimum rate.

The pay factors include the following:

- Market conditions
- Related experience
- Previous work record
- Specialization and/or quality of education
- Internal pay equity of employees
- Level of responsibility

Job Offer and Approval

The recruiter is responsible for helping the hiring manager reach a decision about which candidate to hire. Once a decision is made, follow the Agency process to obtain approval and then a verbal offer can be extended to the candidate. After a Verbal is accepted the offer can be entered in Workday.

The recruiter should lead the pay setting process for new hires, rehires, and promotions and work closely with the hiring manager and Classification & Compensation Partner to determine a fair and appropriate job offer. To determine the appropriate pay for a job offer:

1) Determine the type of hire action. For internal candidates who are current employees, the hire action may be a transfer, demotion, promotion or job type change. Refer to Career Service Rule 9 for related practices and pay impacts. For external candidates, the hire action will be hire or rehire.
2) Each agency is responsible for collecting any additional, agency-specific approvals. A job offer may not be extended outside of salary parameters for the job classification specification. Refer to Pay Ranges & Job Titles.

Recruitment Bonus and Relocation Assistance

A Recruitment Bonus and/or Relocation Assistance may be offered as additional monetary incentive to highly qualified candidates for jobs that are difficult to fill. Refer to Career Service Rule 9 for specific criteria and guidelines for utilizing the payments. The cost of the payment will be incurred by the department or agency and requires written approval from both the Executive Director of OHR and the agency Hiring Authority.

Additional Monetary Incentives	
Recruitment Bonus	To attract a highly qualified external candidate whose skills, knowledge, and/or abilities are essential; a one-time payment of up to $10,000 to be paid upon completion of probation.
Relocation Assistance	To attract a highly qualified external candidate whose skills, knowledge, and/or abilities are essential and the candidate's new main job location is at least 50 miles farther from home than their previous job location; a one-time payment of up to $7,500 to be paid within first month of employment.

A Recruitment Bonus and/or Relocation Assistance may be considered if:

- Typical recruitment efforts have been unsuccessful
- Significant time and cost has been invested in a recruitment without result
- Job offers have been extended and declined
- The environmental conditions of the position are not favorable
- The position requires a unique skill, qualification, training, or certification that is difficult to find
- The candidate selected for hire is giving up higher pay or a bonus that the city cannot match
- The position is hard to fill or Executive-level

The hiring manager and recruiter should first have a discussion around the need for a Recruitment Bonus and/or Relocation Assistance. This should be initially discussed during the recruitment strategy meeting, or during the final candidate selection process. The discussion will include the details of the available payment options based on criteria set forth in Career Service Rule 9. Remember, the cost of the monetary incentive will be incurred by the agency.

If the hiring manager is interested in pursuing a Recruitment Bonus and/or Relocation Assistance, the recruiter will work with the manager to prepare a justification and request the one-time payment as part of the Job Offer Request. A one-time payment requires approval from both the Hiring Authority and OHR Executive Director.

After salary and any additional offer incentives have been approved, the hiring manager or recruiter can officially extend the verbal offer. If approval is obtained for a Recruitment Bonus and/or Relocation Assistance, it may be offered to the candidate as part of the verbal job offer and the terms of the payment will be included in the written job offer.

Verbal Job Offer

To extend a verbal job offer to a candidate, use the following talking points. If the candidate provides a verbal acceptance, the recruiter or recruiting coordinator can initiate the pre-employment screening process and request a written job offer letter.

To Extend a Verbal Job Offer:

- ☐ Introduce yourself – provide name and city department or agency
- ☐ Extend the job offer including salary details, additional payments (if applicable) and desired start date
- ☐ Congratulate the candidate! Explain what motivated the hire decision – be enthusiastic!
- ☐ Explain the City and County of Denver's benefits package and other perks (paid time off, holidays, etc.)

Script

Hi, may I speak to (candidate name)? Hi, this is (your name) calling from the (department or agency name) at the City and County of Denver. Is now a good time to talk?

I appreciate you taking the time to interview with us. We feel you would be a great fit for the (position name) at (department/agency) and I'm excited to offer you the position with a pay of $XX (hourly or annual salary). The city also has outstanding benefits and perks including paid time off, 9 holidays per year plus a personal holiday, and other special deals, discounts and incentives.

Do you have any initial questions or thoughts?

If the Candidate Accepts:

- ☐ Express your enthusiasm
- ☐ Inform the candidate that they will be receiving an offer letter in Workday and instructions via email to complete required pre-employment screenings
- ☐ Make sure to answer all questions and close again by congratulating them

Script

Congratulations again! We are thrilled you will be joining our team on (date). Please don't hesitate to contact me if you have any questions. The next steps are…

If the Candidate is Undecided:

- ☐ Express your understanding of his/her need to contemplate the offer
- ☐ Provide them with a clear timeframe for when they must make their final decision (usually 2-3 days)
- ☐ Ensure the candidate has your specific contact information and knows the best way to reach you
- ☐ Reiterate your excitement for them to join the team
- ☐ Provide them with an opportunity to ask questions that may help them make their decision
- ☐ If appropriate, reach out to the hiring team to follow up with the candidate

Script

I know this is an important decision. Is there any further information I can provide or questions I can answer to help with your decision?

How long do you think you will need to make your final decision?

Can we agree by (agreed date and time) I will hear back from you? Please confirm you have my contact information.

If the Candidate Negotiates:

- ☐ Ask for more information – find out what they want and why they are negotiating
- ☐ Explain why the offer is fair emphasizing the complete compensation package (benefits, hours, responsibilities)
- ☐ Tell them you need to discuss with the hiring manager and will be back in touch within 1 day
- ☐ If you are authorized to offer the amount requested, first inform the manager and then contact the candidate with the new offer
- ☐ If you are not authorized to offer the amount requested, first contact the hiring manager to discuss and then contact the candidate with the response
- ☐ When considering a counter offer, keep in mind: internal pay equity, education and experience, budget, and whether or not you have viable alternative candidates
- ☐ If you are unable to offer the amount requested, contact the candidate and explain why
- ☐ If you are unable to confirm the offer within 1 day, follow up with the candidate to keep them warm and let them know you are actively working on it

Script

Tell me about your concerns with the offer…(after explanation) I understand where you are coming from.
Let me go back to the department and see if there is anything else we can do. I will be in touch no later than tomorrow.

If the Candidate Declines:

- ☐ Make sure to answer all questions
- ☐ Ask for feedback about what led to the decision
- ☐ Close by thanking them for their time and investment with us

Script

I'm sorry to hear that you have decided to decline our offer. If I may ask, could you tell me what led to your decision?
Thank you again for time – we appreciate you considering the City and County of Denver. Best of luck and stay in touch.

Pre-Employment and Onboarding

Section Summary

Following the verbal job offer, there are several pre-employment requirements that must be completed before a new hire may officially start in a position. Onboarding ensures the successful integration of a new hire to the City and County of Denver.

This section includes:

Pre-Employment and Onboarding Overview

After a verbal job offer is extended and accepted, there are two key components to successfully completing a new hire. First, the candidate for hire must complete all pre-employment requirements. Second, the hiring manager needs to coordinate a smooth onboarding experience to welcome the new hire and make sure they are equipped to immediately integrate and contribute to the team.

Pre-Employment Requirements

All new hires must successfully complete the following pre-employment contingencies before being cleared to start in a position:

- Offer Letter
- Background Check
- Medical and/or Physical Screenings (if applicable)
- Workday New Hire Tasks
- I9 Verification of Eligibility to Work

Job Offer

Once a recruiter or recruiting coordinator submits a job offer request, the candidate will receive a written offer letter and must acknowledge the offer in Workday. Once acknowledged, the onboarding coordinator will initiate the pre-employment screening required by the position as indicated in the job classification specification.

If a Recruitment Bonus and/or Relocation Assistance has been approved for a position, the onboarding coordinator will add the requested one-time payment to the offer letter.

Pre-Employment Screening

Pre-employment screening refers to items in a candidate's background that must be investigated prior to start. Below is a summary of the types of pre-employment screenings that may be necessary. The types of screenings required vary by position. Consult Executive Order 135 for additional information.

Types of Pre-Employment Screenings	
Criminal History Record	Includes Social Security trace, Federal Criminal Records, Colorado Criminal Records, Criminal Records from other states lived in, Sex Offender Registry.
Employment Verification	Essential for exempt positions or positions that require previous work experience; includes a review of previous employment history relevant to the position.
Education Verification	Essential for positions that require a college and/or advanced degree; includes a review of education relevant to the position.
Motor Vehicle Record	Required for positions that must operate a personal or city vehicle as a regular part of their job duties; includes but not limited to verification of a valid driver's license and acceptable driving record.
Medical Screening	Includes physical health evaluation, drug and/or alcohol screening as required by position or agency.
Human Performance Evaluation (HPE)	A physical ability evaluation.
Licensures/Certifications Verification	Confirms an employee's possession of a necessary professional trade license/certification.
Special Police Package	Includes Social Security trace, Federal Criminal Records, Colorado Criminal Records, Criminal Records from other states lived in, Sex Offender Registry as well as a review of county criminal records.
Credit Check	Only pertains to positions with substantially related fiduciary responsibilities and must be approved by CAO prior to running.
Minors (Under Age 18)	Requires guardian consent.

Pre-Employment Screening Results

The results for the candidate for hire will be returned to Onboarding coordinator from the background check and/or medical screening vendors. Onboarding coordinator will notify the hiring manager of the candidate's status, which will be one of the following:

- **Clear:** candidate has passed all pre-employment contingencies and may begin employment.
- **Consider:** pre-employment contingencies require additional review by HR Business Partner and City Attorney's Office. Employment pending clearance until a decision is returned.
- **Pre-Adverse/Adverse Action Process:** upon further review, candidate has not passed pre-employment contingencies. Candidate has the right to contest findings within 5 business days of notice.
- **Rescinding of Offer:** if upon final review the candidate does not pass pre-employment contingencies, Onboarding coordinator officially retracts the job offer made to the candidate.

New Hire Tasks

A new hire must log into Workday to complete onboarding specific tasks, such as contact information, emergency contacts, I-9 verification, payroll documents and elect benefits if applicable. Certain tasks are required prior to a new hire's first date to ensure employment compliance. Onboarding coordinator will monitor the completion of this electronic paperwork in Workday and work with your new hire if assistance is needed to complete the tasks.

Verification to Work

A new hire must provide proof of authorization to work in the United States to gain employment with the City and County of Denver. The I9 form and verification must be completed within 3 days of a new hire's start date.

Onboarding

Onboarding is the successful integration of a new hire into their position. This includes preparation in advance of a new hire's arrival as well as how to structure their first day and beyond. It is critical to make a welcoming first impression and keep a new hire engaged throughout their first few months on the job.

To assist hiring managers with all the logistics to onboarding a new employee, visit the Hiring Center and review the New Hire Onboarding Checklist for Supervisors. Onboarding is more than meeting compliance requirements – it is setting the employee up for success, which starts with a seamless transition to the city.

Disbursement of Recruitment Bonus

For new employees who receive a Recruitment Bonus, once the new hire passes probation the onboarding coordinator will contact and instruct the hiring manager to initiate the one-time payment for a Recruitment Bonus in Workday. The payment date is the next pay date after the employee's probation period end date.

Disbursement of Relocation Assistance

For employees who receive Relocation Assistance, within one week of a new hire's start the onboarding coordinator will contact and instruct the hiring manager to initiate the one-time payment for Relocation Assistance in Workday.