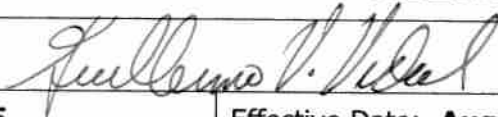


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GENERAL

This Policy supersedes and replaces Public Works Policy Number 10-P001, Filling Vacancies, dated November 2, 1999.

POLICY


The following policy shall be adopted for all section interviews in order to choose the most qualified individual in the most objective manner. The intent of this policy is to fill vacancies in as short a time as possible while maintaining the most equitable treatment for all applicants. A vacant position which is filled through either a demotion in lieu of layoff, an ADA placement, voluntary demotion in lieu of disqualification, an involuntary demotion and/or high turnover positions (Addendum A) are excluded from this policy.

It is the intent of the Department of Public Works to hire the best qualified candidate for each vacant position to be filled. Best qualified refers to the candidate with the best knowledge, skills, and ability to do the specific job for which they are being considered. Criteria used to select candidates for hire will be valid qualifications that are required to do the job. Qualities sought for most Public Works employees will be the ability to work with a team and good customer service skills.

The Department will strive to ensure that every candidate is given a fair chance to show the qualities they have that may make them the best possible choice for the position. In order to provide a fair process of selection the Department may do, but is not limited to, the following:

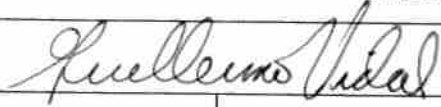
- Develop interview questions that give the candidates the opportunity to show that they have the knowledge, skills and abilities to perform the job,
- Endeavor to provide interview panels that are as diverse in gender, age, and race as possible,
- Provide relevant performance exercises as part of the interview score when feasible,
- Use appropriate background checks that may include but are not limited to criminal, reference and credit histories as part of the final selection for highest qualifying candidates,
- High turnover positions may be filled by Career Service Authority certification list by rank order to meet the business needs of the hiring agency,
- An approved performance test or practical exam may be used in lieu of an interview for certain labor and trades classifications.

All information obtained in this process shall be kept in strict confidence.

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PROCEDURE

1. When the appointing authority is ready to fill a vacant position the following process shall occur:
  - a. A "Request to Fill" form will be prepared by the Agency and sent to Human Resources.
  - b. Budgeted positions - Human Resources will prepare the appropriate documentation, obtain Executive Management approval and will begin the recruitment process with CSA.  
  
 New Positions, Upgrades, and Downgrades - The hiring authority will prepare the justification with all required documentation for new, upgraded, downgraded, or reclassified position requests. Human resources will coordinate this information with the appointing authority, obtain Executive Management approval and process the documents for classification, budget approval and recruitment.
  - c. A Transfer/Demotion/Re-employment/Re-hire announcement may be prepared by the Human Resources Office listing all vacant positions and will be communicated to all Agencies within Public Works. This announcement, when issued, shall be disseminated by a variety of means to ensure universal coverage for a minimum of ten (10) calendar days to allow employees ample time to request courtesy interviews. All courtesy interview applications will be reviewed by CSA to ensure minimum and/or any special qualification requirements are met.
2. All transfer, demotion, re-promotion, and re-employment applicants, and certified candidates, will be evaluated and those selected will be invited to interview.
3. The interviews will be conducted by a panel with a minimum of four (4) individuals whenever possible: three panel members (the first line supervisor, another representative from the Agency, a representative from outside the agency) and a Human Resources representative. Panel members will be selected based on their knowledge and previous or current work experience, which is directly related to the position. The panel will be formed with as much diversity as possible. All panel members and any request for exception must be reviewed in advance by a Public Works Human Resources representative.
4. Interview questions including the point value of each, shall be developed by the Agency and reviewed for appropriateness by a Public Works Human Resources representative. A rating format with point values may be included with the interview questions. Interview questions and rating format should be submitted in ample time to review, prior to scheduling the interviews.

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5. The Human Resources representative will ensure that panel members are oriented to the interview process by going over the questions, the ratings sheet, expected answers and discussing the interview format. Before the interview, each panel member will review the "Panel Instruction Sheet" which they will read, sign, date, and return to the Human Resource representative. Any panel member who feels that they cannot objectively evaluate all of the candidates for the interview should ask to be replaced on the panel before the interviews begin.

6. Rating of Applicants during the interview process shall conform to the following guidelines: (the Human Resources representative may serve as but is usually not a "panel member")

- a. Rating forms may contain potential responses (answers) to the interview questions and have point values assigned for each response.
- b. Each panel member will complete a rating form for each applicant interviewed.
- c. Each panel member will evaluate the candidates' responses independently.
- d. Completed forms shall be retained in the interview file as required by law.
- e. The panel shall attempt to avoid major discrepancies in ranking all candidates. If there is a wide discrepancy in scores the Human Resources Representative will ask the panel to discuss the reason for their scores.

When all interviews have been completed, the panel will sign an authorization form stating that they agree to the scoring of the interview portion of the final interview score.

- f. When the position requires a driver's license the candidates will be required to bring their license, DOT physical card (if applicable) to the interview. Based on classification of position, the applicant may be required to bring a current motor vehicle driver's history (DMV) to the interview. When a MVH is required, values may be assigned and become part of the final interview score.

Licenses, other than drivers, certificates, or other qualifying or preferred documentation may also be requested for the interview. When such documentation is required it may be given point values and become a part of the final interview score.

- g. The Agency will do appropriate reference checks of the candidates. Reference checks may include but are not limited to: checking the personnel file (including PEPRs on file), calls to listed references and academic verification, license or certificate checks. References will be "pass/fail". A poor reference may cause

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the candidate's name to be removed from the list of top scored candidates for the position.

- h. Completed forms shall be retained in the interview file as required by law.
7. In cases where the Human Resources representative determines there may be a bias or apparent prejudice which will affect the total score in such a fashion as to change the top ranking individual, he/she shall discuss the situation with the Director, or Executive Manager, or Manager.
  8. The applicant's total score is the primary criteria used to select the most qualified candidate. Selections will be based on rank order unless the following occur:
    - a. The applicant does not pass the background or reference check
    - b. If there are tied scores, the agency will use other criteria to make the selection
    - c. The applicant fails to pass their physical or does not have the required licenses.
    - d. Requests to hire outside the rank order established during the interview will be forwarded along with supporting documentation for the request to the Public Works Human Resources Director for review. The Public Works Human Resources Director will then send the documentation along with their recommendation to Executive Management for approval/disapproval.
  9. When the interview panel process is completed the most qualified candidate along with the necessary documentation, will be referred to the Director and Executive Manager for final selection.

Once the interview process is complete the following actions are to occur:

- a. Public Works Human Resources will run the appropriate criminal background checks on the top candidates and review the results with the hiring authority prior to a job offer being made. The hiring authority will determine if the information obtained from the background check requires further discussion with the candidate and may decide, based on the information, whether or not to make an offer under certain circumstances.
- b. The hiring Agency contacts the successful candidate to discuss interest in the position, hiring and/or promotion date and other details specific to the position. An offer letter may be prepared, when appropriate.
- c. Any hiring bonus, relocation assistance or starting pay offers above step 1 must be processed in compliance with current Career Service Rules. Requests should

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be approved by Executive Management prior to submission to CSA and, as required, prior to the candidate 1st day of employment.

- d. The Agency will notify Human Resources that the successful candidate has accepted the position, the date the individual will begin, the pay approved and of any approved relocation assistance of hiring bonuses
- e. Human Resources will proceed with the hiring process, including necessary forms initiation, scheduling for physical examinations and alcohol/drug pre-screening, when required. Unsuccessful candidates will also be notified by Human Resources. Candidates who were required to complete drug/alcohol pre-employment screening, and tested positive, will be notified that the offer of employment has been withdrawn.
- f. No successful candidate will begin work until the hiring process is fully completed.

**ADDENDUM A**

- A. Demotions
- B. High turn over positions includes:
  - 1. Utility Worker Positions
  - 2. Senior Utility Worker Positions

End of Document

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DEPARTMENT OF PUBLIC WORKS  
REQUEST TO FILL BUDGETED POSITION

Agency Contact	Contact Phone Number
Department ID	Agency Name
Position Number	Job Code
Position Classification/Title	
Incumbent Name	Date Position Vacated
Incumbent Base Salary/yr \$	Position Budgeted Base Salary/yr \$
Position type (U-R, L-B, L-R, O-C, O-R)	
Special Qualifications (list any special qualifications not already required by class)	
Special Cert. requests ( Agency only, Department only, City only, trans/demote only)	
Special Recruiting requests (Trade/Professional publications, schools etc.)	

\_\_\_\_\_  
Agency Appointing Authority

\_\_\_\_\_  
Date

\_\_\_\_\_  
Division Executive Manager

\_\_\_\_\_  
Date

Please send this form to Public Works Human Resources –Attention Recruiting, when ready to fill a budgeted vacant position. PW HR will take the form to the Division Executive Manager for Signature. PWHR will contact CSA to begin the recruitment process once approvals are obtained.

FAX - 720-913-8525      City Mail - PWHR – Web Municipal Building Dept 609  
e-mail [wilma.springer@denvergov.org](mailto:wilma.springer@denvergov.org) or [bill.miles@denvergov.org](mailto:bill.miles@denvergov.org)

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DEPARTMENT OF PUBLIC WORKS  
REQUEST TO BYPASS RANK ORDER

Position(s) will be filled by the established RANK ORDER unless a justification request to bypass rank order is reviewed by the Director of Human Resources and approved by Executive Management.

Department ID:		Agency Name:	
Position Number:	Job Type:	Interview date:	
Position Classification/Title:			
Interview Panel Recommendation: (Rank Order, specific candidate)			
Candidates Name:		Candidates Rank #:	
Requested by:		Title:	
Justification for request to bypass: (Additional documentation may be attached)			
HR Review:			

Reviewed: \_\_\_\_\_  
Human Resource Director Date

Approved: \_\_\_\_\_  
Public Works – Executive Manager/Manager Date