



Recruiting Redesign Project

December 2011



DENVER
THE MILE HIGH CITY

Project Purpose

- Create a strategic Recruiting Model
 - Develop innovative recruiting practices and services to meet organizational needs across the city
 - Shift from a one size fits all to a customized recruiting model
 - Identify opportunities for increased effectiveness and efficiencies



Objectives

- Maintain Merit System principals
 - Continue to foster and maintain a merit-based system
 - Conduct competitive examinations of competence
 - Ensure appointments and promotions are based on merit and ability



Objectives

- Enhance and Streamline Services
 - Redesign Career Service Rule 3
 - Provide hiring managers with tools and services to ensure a successful outcome
 - Provide flexibility in recruiting, examining and screening techniques
 - Eliminate or reduce processes



Redesign Career Service Rule 3

- Simplified, clarified and reorganized
- Created flexibility in list referral
 - Minimum of 3 names up to entire list
- Added flexibility in examination process
 - Created a Testing Tool Box
 - Array of examination and screening techniques
- City Attorney approved



Tools and Services

- Created Opportunities
 - Consult and advise managers
 - Improve candidate pools
 - Tool box of services
- Enhance strategy meetings
 - Offer a full life cycle recruiting services
 - Improved coordination between CSA and client



Streamline and Flexibility

- Streamline City Internal Movement (CIM)
 - Transfers, demotions (non-promotional)
 - Provides opportunities
 - Supports succession planning
 - Provides employee opportunities
 - Eliminates cumbersome TDRR processes
 - Removes unnecessary barriers
- Flexible examining & screening techniques
 - Testing Tool Box
 - Provide options for hiring managers



Services

- Strategy meeting to map recruitment
 - Develop general recruiting approach
 - Time line – posting to start date
 - Determine position specifics and characteristics
 - Determine target market(s)
 - Volume approach
 - Examination Techniques
 - Interviews



Examining and Screening Tool Box

- Required
 - Minimum Qualifications
 - Written/Computer/Performance Exam – classification specific
 - Structured interview process
- Optional
 - Education and Experience
 - Special Qualifications
 - Preferred Qualifications
 - SME Application Review
 - SME Supplemental Questions Scoring
 - Written Exam
 - Computer Exam
 - Performance Exam
 - Critical Incident/situational assessment
 - Assessment Center





Client Feedback

- Hiring managers across the city
 - On going input over last 5 years
 - Manager information sessions
 - Flexibility
 - Streamline



Project Recap

- Simplified, clarified and reorganized Rule 3
- Created flexible List Referral opportunities
- Created an Examining and Screening Tool Box
- Streamlined City Internal Movement (CIM)



Implementation Requirements

- Rule Changes
 - Rule 3
 - Related rules, 2, 5 and 14
 - Effective January 2012
- Communication
- Training
- Staffing



Communications and Training

- Communications
 - Rule distribution
 - Email to managers
 - Website
 - InSight
- Training
 - Hiring Managers
 - Initial – Strategy Meetings
 - On-going - new managers



Next Steps

- Request to post rule changes
 - December 15, 2011
- Career Service Board Public Hearing
 - January 5, 2012

