



CITY OF WAUKESHA

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Committee: HR Committee	Date: 10/20/2021
Common Council Item Number: ID# 21-2989	Date: 10/20/2021
Submitted By: Marquise Vasquez	City Administrator Approval: Click here to enter text.
Finance Department Review: NA	City Attorney's Office Review: Click here to enter text.
Subject: Request to review and approve amendments to HR Policy B2 Recruitment and Retention	

Details:
Revised policy language discussed at 9/15/2021 HR meeting per Ald Browne referral.

Final redlined version on the following pages.

Options & Alternatives:
[Click here to enter text.](#)

Financial Remarks:
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Executive Recommendation:
[Click here to enter text.](#)





City of Waukesha HR Policy

B2 Recruitment and Retention

Purpose

The City of Waukesha developed this policy to identify planning and preparation activities for hiring individuals with the intention of retaining them within an organization. Recruitment and retention, for the City is done in accordance with City policies and equal employment opportunity laws.

Summary

The Recruitment and Retention policy will be consistently used for the planning and execution of critical steps to ensure timely placement and lasting retention of quality employees.

1. Application Procedure

This procedure shall apply to all authorized regular full-time and regular part-time positions of the City. Limited-term and seasonal positions are exempted from these requirements.

- a. Regular full-time positions are those positions authorized a work schedule requiring at least forty (40) hours per week in accordance with City policy.
- b. Regular part-time positions are those positions authorized a work schedule requiring at least twenty (20) hours per week in accordance with City policy.
- c. The selection of protective service positions is governed by the Police and Fire Commission and is not regulated by this procedure except to comply with equal employment opportunity laws, regulations and policies.

2. Appointing Authority / Authorized Position

- a. For purposes of this procedure, the "Appointing Authority" is a department director, a deputy, assistant, or a supervisor to whom the department director has delegated hiring authority.
- b. For purposes of this procedure, an "Authorized Position" is a vacant position authorized for filling by the Common Council and appearing in the Staffing Resolution.

3. Equal Opportunity Employer

The City of Waukesha is an equal opportunity employer and does not and will not regard such factors as race, color, religion, national origin, sex, sexual orientation, marital status, disability, or age, (except where sex, age, physical or mental requirements are a bona fide occupational qualification (BFOQ) and marital status where supervisory relationship exist) as having any bearing on whether or not an individual is accepted for employment, or as having any influence as to how an individual might progress within the City organization thereafter.

4. Notification of Vacancy

When an authorized vacancy occurs, the Appointing Authority will notify the Human Resources Department by submitting an employment requisition via the online application software. An updated

job description, where applicable, should be emailed to HR. The employment requisition will include the following information:

- a. job classification title
- b. job status - full-time, part-time, or temporary
- c. pay range
- d. add any necessary information that would be of assistance in filling the job position
- e. reason for the vacancy (i.e., termination, promotion, demotion, transfer, newly budgeted position, etc.)
- f. incumbents name, where necessary
- g. desired effective date of employment

5. The Vacancy File

For each new vacancy the Human Resources Department sets up an exam plan in the online application program to monitor the selection process. This file contains:

- a. a current position description
- b. the employment requisition

6. Advertisement

Generally, all City positions shall be advertised internally and externally. The internal posting requirement may be satisfied or waived under the following conditions:

- a. The position is a career ladder promotion.
- b. If the vacant position was listed as open in a "Job Opportunity" announcement that was posted during the immediate previous week.
- c. If the department director projects future vacancies, the department may develop a list of eligible applicants from a current posting and send it to the Human Resources Department. Subsequent vacancies in that department may be filled from this list without re-posting the position. The list must be on file with the Human Resources Department prior to the subsequent vacancy. (This would not include positions covered under a collective bargaining agreement.)
- d. The position is temporary, seasonal, or limited term.

Posting requirements may be waived by Human Resources under the following conditions:

- i. The department director wishes to rehire a former employee on a temporary basis to fill-in during a period of illness up to thirty (30) days.
- ii. Emergency such as meeting of minimum staffing requirement which is mandated by law.
- iii. When failure to fill a vacancy could result in a serious legal or financial liability to the City.

- 1) The Human Resources Department will prepare and distribute a job posting announcement of vacancies as they occur. Where applicable, collective bargaining agreements will be followed. The announcement will include a brief listing of the job requirements and cutoff date to receive applications. Department directors are responsible for making sure that job announcements are posted where they are readily visible to employees of their department. Each department director will assure the posting of the job announcement within their department.

- 2) The Human Resources Department will forward all qualified applications resulting from internal advertisement to the appointing authority for review. Vacancies shall be filled from within by promotion, transfer, or demotion of qualified applicants whenever practical and whenever in the best interest of the City.
- 3) It is not necessary to advertise positions externally if a qualified applicant is found in the active file or through internal recruitment. If qualified applicants are not found from internal recruitment efforts, the Human Resources Department will advertise externally.
- 4) The Human Resources Department will initiate both internal and external advertisement immediately after a vacancy is authorized if the situation so requires. HR will post positions on the City's online application site. HR will also post certain jobs on the local paid subscription job posting site. Additional posting areas such as newspaper, industry specific websites, etc. must be coordinated and paid for by the requesting department.
- 5) Individuals who wish to be considered for advertised positions are required to complete an online City application form. Current City employees may apply for these positions and will be considered with other external applicants.

7. The Time Frame

The Human Resources Department will assist the appointing authority in estimating the time frame necessary to complete the selection process. Time involved will vary with the appointing authority but will be reasonable. Several factors that could be considered are the nature of the position, number of qualified applicants, the scope of advertising, the extent of interviewing and screening, and time for the new employee to file adequate notice with their employer. All applications must be submitted in the online posting application before the posting deadline. The online posting application will automatically close the posting. The Appointing Authority may not interview job candidates before the closing date has passed.

At least one (1) working day is usually required for the Human Resources Department to pre-screen applications. One week to schedule and attend a post offer pre-placement physical. Additional time may be required to review the results of written tests.

8. Applications

- a. Application Form: All applications for employment will be filed with the Human Resources Department via the online application process on the City of Waukesha website. (www.governmentjobs.com/careers/waukesha)
- b. Resumes: Recruitment for certain classifications require an applicant to submit a resume. However, all applicants must complete the online application and can attach a copy of their resume to their online application.
- c. Status of Applications: Application forms are retained in the online application program for a period of three (3) months from the date of application. The current application file may be used as a recruitment and referral source. After the three (3) month period, applications are

retained in an inactive file for an additional nine (9) months. This is a file set up to comply with federal regulations regarding the retention of applications.

- d. Applications as Public Record: Wisconsin statutes require that we treat the following items as a public record: applications, recommendations and qualifications. However, the identity of an applicant to remain confidential is allowed, if the applicant makes such request in writing that we not provide access to this information. When an applicant becomes a finalist for a position, the identity may then be disclosed as required by law.
- e. Processing of Job Applications by Human Resources: All applications are reviewed by the Human Resources Department to ensure that the applicant meets the minimum requirements established by the position description for that classification. Applicants that do not meet the requirements will not be allowed to proceed further in the employment process. Following prescreening by HR, qualified online applications will be referred to the appropriate department for review.
- f. After recruitment has been closed, subsequent applications will not be accepted or referred. If the position is not filled and the department director requests more applications, the position must be re-opened in order to allow all interested individuals an opportunity to be considered.

9. Interviews, Testing and Final Selection

- a. The Appointing Authority will review the prescreened online applications in accordance with the City's Equal Opportunity policy.
- b. The Appointing Authority will select those applicants desired for interview and will notify only these applicants of the date and time that their interview(s) is/are to be scheduled.
- c. Either prior to or following these interviews, the appointing authority will inform Human Resources of the applicant(s) which is/are to have:
 - i. Pre-employment Testing: The evaluation of an individual's skills, knowledge and ability to successfully perform the essential function of the required work may require the administration of a pre-employment test(s). In order to ensure that such test(s) is/are work related and non-discriminatory, all such tests must be submitted to, approved and administered by the Human Resources Department.

Note: Certain tests are not administered by the Human Resources Department. These may include reference and background checks, credit checks, psychological testing, physical ability testing, knowledge tests developed and conducted by a consultant, and on-the-job performance tests done at the worksite.
 - ii. Test Formats: Tests may consist of various forms or combinations such as oral interview, written examination, application or resume review and ranking, and skill tests such as typing and shorthand.
 - iii. Repeat of Skill Tests: Applicants failing a skill test, such as a keyboarding or shorthand, will not be re-tested, unless the applicant has subsequently completed additional documented training. These tests should not be considered practice sessions. An applicant may not be

tested more than one (1) time for the same vacancy and not more than three (3) times in two (2) years. Each test will be given on separate occasions.

- iv. Notification of Test Results: All applicants will be notified of their test results. Applicants taking tests administered in accordance with Police and Fire Commission procedures will be notified in accordance with those rules and procedures.

10. Post-Offer, Pre-Employment Physical Examinations (Policy G4):

Prior to beginning employment, some City positions require passing a thorough medical examination. These examinations are only required for positions which include physical effort beyond levels encountered in a regular department environment, or as required by state or federal rule. The City pays for these examinations, and they are administered by a physician designated by the City. Should a question arise concerning an applicant's ability to perform the essential functions of a job, the applicant may be required to obtain further medical documentation.

This additional documentation will be at the applicant's cost.

- 1) HR will schedule all appointments for physical examinations and notify the applicant.
- 2) HR will receive the results of all physical examinations and will approve the hiring action.

Verification of Employment: Prior to extending an offer of employment, it is recommended that the Appointing Authority conduct a detailed reference check regarding the employment history of the final candidates.

Verification of Education: Certain positions have specific post high school educational requirements. After an individual is selected for one of these positions, the hiring department will contact the individual to provide the City with proof of completion of those requirements. Continued employment with the City is dependent upon verification of the applicant's credentials.

Notification of Applicants: Appointing Authorities are encouraged to notify all candidates in writing regarding their decision in the selection process. The Appointing Authority will send a letter of confirmation advising the newly hired employee of:

- i. Date employment begins.
 - ii. Where to report for work.
 - iii. Hours of work.
 - iv. Supervisor's name.
 - v. Starting hourly or annual salary.
 - vi. Specific job requirements (e.g., safety equipment, grooming and dress requirements, etc.).
 - vii. Any additional information (additional vacation time offered, etc.)
- d. **Rejection of Applicants:** The appointing authority should notify interviewees not selected and inform them of the basis for rejecting the applicant and that their applications will be kept in the active file for one year. Human Resources will electronically notify all non-interviewed applicants that they are no longer being considered for the position.

- e. Police and Fire Commission Procedures: Applicants for sworn law enforcement and fire service positions are recruited and selected in accordance with City of Waukesha Police and Fire Commission rules and regulations.

11. Final Processing

- a. Human Resources shall establish a Human Resources file for all new employees, and they shall contain the following:
 - i. Human Resources Personnel Transaction Notice (PTN)
 - ii. a copy of the online job application
 - iii. any test scores
 - iv. reference checks
 - v. copy of a new hire letter and
 - vi. any other required forms

12. The Immigration Reform and Control, Act of 1986 (IRCA)

IRCA is a comprehensive federal law intended to reduce illegal immigration by removing employment opportunities for those who are in the United States illegally. Under this law, we may only hire citizens and aliens who are authorized by the Immigration and Naturalization Service to work in the United States.

To comply with this law, every applicant will be informed that, if offered employment, they will be required to attest, under penalty of perjury as to their employment eligibility, and produce an original document or documents which are genuine and legally acceptable to establish their identity and employment eligibility, as listed on the I-9 Form of the Immigration and Naturalization Service. No inquiries will be made regarding citizenship or national origin. The I-9 form must be completed within three (3) days of hire.

13. Orientation

New employee orientation occurs bi-monthly. All new employees will report to the Human Resources Department for orientation as scheduled. The purpose of this session is to introduce the employee to City rules, benefits and policies. The employee will complete all required Human Resources and payroll forms prior to the end of the second week of employment.

The employee's supervisor will continue orientation by introducing coworkers, explaining hours of work, reviewing job duties, initiating training, and explaining department and safety rules.

14. Payroll Processing

Following initial orientation, the Human Resources Department will process all documents required for payroll activation. Due to processing timelines, employees are not always entered in the payroll system or the time keeping system on their first day.

15. Management Recruitment Policy

- a. If the City Administrator determines that executive recruitment services are not required, then the City Administrator shall place the item on the next Common Council agenda to provide his/her

reasoning as to why an executive search firm is not required. The decision of the City Administrator to not employ the use of an executive search firm will stand unless a majority of the Common Council votes to require the use of an executive search firm to help with the selection of the most qualified candidate.

- b. The City budget is to include \$35,000 specifically for the cost of recruiting the Director/Manager positions listed below. If the budgeted dollars are not used in that year for the purpose of recruiting, that amount is to be identified for that express purpose at year end and carried over for the same purpose in the next and following years until such time as it is expended. If the budgeted dollars or a portion thereof are expended, that amount would then be replenished through the budget process for the following year.
- c. For filling vacancies for those Director/Manager positions listed below, the City Administrator shall always post the vacancy internally as required by City policy. If non-City employee candidates shall be considered, then the external posting policy shall be followed.
- d. Director-positions for which this policy applies includes:
 - i. Finance Director
 - ii. Information Technology Director
 - iii. Human Resources Director
 - iv. Parks, Recreation and Forestry Director
 - v. Community Development Director
 - vi. Director of Public Works
 - vii. Cemetery Director

The City Administrator, in cooperation with the Mayor and Human Resources Director (or other appointed search committee members when recruiting a Human Resources Director), and search firm shall conduct the initial interviews of applicants for the purpose of narrowing the field of applicants down to a group of finalists.

Finalists will be interviewed by an interview committee consisting of the City Administrator, Mayor, Human Resources Director (or other appointed search committee member when recruiting for a Human Resources Director), and not less than two ~~aldermen~~ **Council Members. Council Member selection must be made by the City Administrator and Mayor who will choose one member apiece, and the Council shall be notified who those members are.** The City Administrator may, at ~~his/her~~ **their** discretion, include others on the interview committee.

- e. Except for those management positions whose appointments are otherwise specified by law and/or as listed in Chapter 2.01 of the Municipal Code, the City Administrator shall make the final decision of who to hire as the Director, subject to confirmation by the City Council. The City Administrator shall also provide at the same time to the Common Council a recommendation on the compensation package to be offered to the finalist. Any confirmation of the finalist by the Common Council shall also include the approved compensation package approval.

16. **Retention** (for perspective and exiting employees)

The City Administrator is authorized, when competitive reasons require, to offer the following benefits in addition to those ordinarily provided by City Policy:

- a. Up to one (1) additional weeks of vacation
- b. Up to ten (10) additional days of sick leave

No other benefits may be authorized by the City Administrator without the express permission of the Common Council.

Existing Employee Only

If a Retention Request Form is submitted for an existing employee, each request will be reviewed by the Department Director, City Administrator and Human Resources Director. (See also the D3 Policy.) Retention requests will be considered on a case-by-case basis and used for employees who are being actively recruited by other organizations, or where there is compelling evidence that preventive action is necessary to prevent the loss of a valued employee. All Retention Request Forms must include:

- a. an assessment of the individual's merit and value to the organization
- b. circumstances warranting the request
- c. proposed resolution (salary adjustment or increased vacation days)
- d. suggested adjustment/increase amount
- e. effective date

Additional documentation may be requested on an as needed basis.

Note: An employee may not receive a retention salary adjustment for a period of three years from the effective date of the most recent retention adjustment.