

WAUKESHA PUBLIC LIBRARY
HUMAN RESOURCES POLICY PROCEDURE

SUBJECT: RECRUITMENT, APPLICATION, AND SELECTION OF APPLICANTS FOR EMPLOYMENT RECRUITMENT AND RETENTION	Issued: 10/11/18 12/12/19	No: B-2
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Purpose

The Waukesha Public Library developed this policy to identify planning and preparation activities for hiring individuals with the intention of retaining them within the organization.

Recruitment ~~application, and selection of applicants for employment with~~ and retention for the Waukesha Public Library is done in accordance with Library policies and equal employment opportunity laws. ~~and regulations and the Library's Affirmative Action Plan.~~

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 Library. 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 Library policy.
- b. Regular part-time positions are those positions authorized a work schedule requiring at least twenty (20) hours per week, in accordance with Library policy.

2. Appointing Authority/Authorized Position

- a. For purposes of this procedure, an "Appointing Authority" is the Library Director, or her/his designee.
- b. For purposes of this procedure, an "Authorized Position" is a vacant position authorized for filling by the Library Board of Trustees that appears in the Staffing Resolution.

~~3. Affirmative Action Equal Opportunity Employer~~

The Waukesha Public Library ~~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

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requirements are a bona fide occupational qualification (BFOQ) and marital status where supervisory relationships 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 Library organization thereafter.

~~4. The Selection Process Notification of Vacancy~~

When an authorized vacancy occurs, the Library Director or her/his designee will notify the Human Resources Department of any vacancy at the Library by forwarding submitting an employment requisition via the online application software. An updated job description, where applicable, should be emailed to the City Human Resources Department. 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. An updated job description, if needed~~
- e. Add any necessary information that would be of assistance in filling the job position
- f. Reason for the vacancy (i.e. termination, promotion, demotion, transfer, newly budgeted position, etc.)
- g. Incumbent's name, where necessary
- ~~h. The scope of advertising being requested – internal, local, state, or national~~
- i. Desired effective date of employment

5. The Vacancy File

For each new vacancy, the Library sets up a recruitment file an exam plan in the online application program to monitor the selection process. This file contains:

- a. a current position description
- ~~b. copy of vacancy announcement~~
- ~~c. copy of media advertisement (when used)~~
- d. the employment requisition
- ~~e. job applications from current recruitment effort~~

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~~Recruitment of applicants may include, but not be limited to: the posting of notices on bulletin boards, internet sites, advertisements in newspapers, bulletins, journals, letters to academic institutions, state, county, and local agencies.~~

6. ~~Internal Posting/External~~ Advertisement

~~Internal Posting~~

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

- a. The ~~posting position~~ is a career ladder promotion.
- b. If the vacant position was listed as open in a "Job Opportunity" announcement, which 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. Subsequent vacancies in that department may be filled from this list without re-posting the position. (This would not include positions covered under a collective bargaining agreement.)
- d. The position is temporary, seasonal, or limited term.

The posting requirement may be waived by the Library Director 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 or legal or financial liability to the Library.
- i. The Library will prepare and distribute a "~~Vacancy Opportunity~~" **job posting** announcement of vacancies as they occur. The job announcement will include a brief listing of the job requirements and cutoff date to receive applications. ~~The Library will post all job announcements~~ **The Library Director or his/her designee are responsible for making sure that job announcements are posted** where they are readily visible to Library employees.

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- ii. When the Library has a vacancy, the Human Resources Department will forward all applications resulting from internal advertisement to the appointing authority for review. Vacancies shall be filled from within by promotion, transfer, or demotion of qualified employees whenever practical and in the best interests of the Library and the City.
- iii. 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 Library will advertise externally.
- iv. The Library will initiate both internal and external advertisement immediately after an authorized vacancy occurs, if the situation so requires. The City Human Resources Department will post positions on the City's online application site and on the Human Resources Department posting board. HR will also post certain jobs on the local paid subscriptions job posting site. Additional posting areas such as newspaper, industry specific websites, etc. must be coordinated and paid for by the requesting departments.
- v. 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.

~~e.~~ **External Advertisement**

~~When an authorized vacancy occurs, the Library will research the active file of applicants for that position. This file contains applications collected in the past twelve months during previous recruitment efforts.~~

~~The Human Resources Department will list job openings with those newspapers and agencies specified in the City Affirmative Action Plan.~~

~~Individuals who wish to be considered for advertised positions are required to complete a Library job application form. Individuals with a current application on file with the Library may have their application considered by notifying the Library of their interest. Current Library employees may also apply for these positions, and will be considered along with other external applicants.~~

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7. The Time Frame

Recruitment time will vary depending on 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 deadline. The online posting application will automatically close the posting. The following factors are involved in estimating the advertising time frame:~~

a. ~~Advertising—Locally and State~~

~~One to four times for the advertisement to appear in the required news media. Generally, the closing date for accepting applications is five (5) to ten (10) workdays after the last advertisement appears and will be so noted in the advertisement.~~

b. ~~Advertising—National~~

~~The time for national advertisements to appear will vary. The closing date for accepting applications is normally thirty (30) workdays after the last day an advertisement appears in a national newspaper, magazine, or professional journal. With discretion,~~

The Library Director or his/her designee may interview job candidates before the closing date has passed, however, under no circumstances is a job offer to be made until after the closing date.

Screening

The Library Director or his/her designee will pre-screen applications and select candidates for interviewing.

8. Applications

- a.** Application form: All application materials must be submitted through the City's online application portal ~~on the City of Waukesha website.~~
(www.governmentjobs.com/careers/waukesha)
- b.** Resumes: Recruitment for certain classifications may require an applicant to submit a resume. However, all applicants must submit the standard online

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application ~~form prior to an interview~~ and can attach a copy of their resume to their online application.

- c. Status of Applications: Application forms are retained in an active file at the Library 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 retention of applications.
- d. Applications as a Public Record: Wisconsin statutes requires that the Library 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 a request in writing that ~~this information is not released~~ the Library does 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 Library: The Library Director or her/his designee reviews all applications, to ensure that applicants meet the minimum requirements established by the position description for that classification. Applicants who do not meet the requirements will not be allowed to proceed further in the employment process.
 - i. The Library will inform interviewees that references will be checked.
- f. After recruitment has been closed, subsequent applications will not be accepted or referred. If the position is not filled, and the Library Director requests more applications, the position must be re-opened in order to allow all interested individuals an opportunity to be considered.

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9. Interviews, Testing, and Final Selection

- a. The Library Director or her/his designee will review the prescreened applications in accordance with the Library's ~~Affirmative Action Plan~~ Equal Opportunity policy.
- b. The Library Director or her/his designee will schedule, notify applicants, and conduct interviews.
- c. Either prior to or following these interviews, the appointing authority will inform Human Resources of the applicant(s) who 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 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 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 tests results.

10. Post-Offer, Pre-Employment Physical Examinations (Policy G-4)

Prior to beginning employment, some Library 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 Library pays for these examinations and they are

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administered by a physician designated by the Library. Should a question arise concerning an applicant's ability to perform 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) The Library will **work with prospective employees** to schedule all appointments for physical examinations. ~~and notify the applicant.~~
 - 2) Human Resources will receive the results of all physical examinations and will forward the results to the Library's Appointing Authority.
- a.** Verification of Employment: Prior to extending an offer of employment, the Library Director or her/his designee will conduct a detailed reference check regarding employment history of the final candidates.
- b.** Verification of Education: Certain positions have specific post high school educational requirements. Before an individual is selected and hired, the Library Director or her/his designee will make certain the individual provides the Library with the appropriate college or university transcripts. Continued employment with the Library is dependent on verification of the applicant's credentials.
- c.** 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 **biweekly 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 Library Director or her/his designee 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. ~~As far as~~

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~~practicable, this should be done on a standardized letter. In certain situations, it may be necessary to notify all applicants of the decision, including those not interviewed.~~
City Human Resources will electronically notify all non-interviewed applicants that they are no longer being considered for the position.

11. Final Processing

- a. The Library will create a Human Resources File for ~~the~~ all new employees which will contain the following:
 - i. Human Resources Personnel Transaction Notice (PTN)
 - ii. A copy of the online ~~Original~~ job application
 - iii. Any test scores
 - iv. Reference checks ~~results~~
 - v. Copy of ~~confirmation~~ 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 to 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.~~

~~Exception: The verification requirements of IRCA do not apply to persons in continuous employment with the City of Waukesha since November 6, 1986 or earlier.~~

13. Orientation

New library employees will attend a mandatory orientation ~~prior to~~ on their start date to complete all required payroll paperwork and to review Library work and safety rules and key policies. The Library will forward the required documentation to the City Human Resources Department ~~by the end of the second week of employment.~~

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The employee's supervisor will be responsible for an overall orientation, including a building tour, introducing co-workers, explaining hours of work and departmental safety rules, reviewing job duties, and initiating training.

The Library will schedule an appointment with the City Human Resources Department for all full-time regular employees to review available benefits and to complete benefit enrollment forms.

14. Payroll Processing

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

15. Management Recruitment Policy

- a. If the Library Board of Trustees determines that an executive recruitment firm will be used to help with the selection of the most qualified candidate, the Library must use funds within the Library's budget to pay for these services.

16. ~~Recruitment~~ Retention (for perspective and exiting employees)

The Library Board of Trustees is authorized, when competitive reasons require, to offer the following benefits in addition to those ordinarily provided by Library Policy:

- a. Up to ~~two (2)~~ **one (1)** additional week of vacation
- b. Up to ten (10) days of sick leave
- c. ~~Waiver of the thirty (30) days waiting period for health insurance coverage~~

No other benefits may be authorized by the Library Director or Library Board of Trustees without the express permission of the Common Council.

Existing Employees Only

If a Retention Request form is submitted for an existing employee, each request will be reviewed by the Library Director and the Library's Human Resources Committee. (See also Policy D-3) 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

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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.

Adopted by the Library Board
~~October 11, 2018~~ December 12, 2019