

<b>CITY OF APPLETON POLICY</b>	<b>TITLE:</b> <b>RECRUITMENT AND SELECTION</b>	
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#### I. PURPOSE

To outline the process of recruitment and selection of applicants to fill open positions with the City of Appleton.

#### II. POLICY

The City of Appleton will recruit and select the best qualified persons for positions with the City. The Human Resources Department, under the guidance of the Human Resources Director, is responsible for developing and conducting an active recruitment and selection program designed to meet current and projected City employment needs. The procedure will be consistent with the City Affirmative Action Program and will comply with all Equal Employment Opportunity guidelines.

#### III. DISCUSSION

The hiring process is designed to ensure that the City of Appleton hires the best candidate for the job. The City of Appleton uses established, objective hiring criteria to ensure equal and unbiased treatment of all applicants.

These guidelines complement, but do not supersede, the statutory authority of the Library Board or the Police and Fire Commission.

#### IV. DEFINITIONS

- A. Request To Fill Form: A form that outlines the department, position, pay rate, justification for the position, impact of not filling the position, and alternate ways to complete the work.
- B. Posting: A formal announcement that a position is vacant. Postings may be internal or external. The decision of where to announce a position may involve many factors such as: ~~union contract obligations~~, the urgency to fill a position, ~~and~~ the target audience, ~~and any union contract obligations~~.
- C. Assessment Center: A series of exercises, which simulate "a day in the life of." These exercises generate observable behavior, which can be recorded and evaluated by trained

assessors. Behaviors can be utilized to predict successful job performance or evaluate potential future job performance.

- D. Vacant Position: An authorized position on the department's table of organization that becomes available by a voluntary or involuntary termination .
- E. Open Positions Listing: A predefined list of free community resources in which to announce ~~an external- vacant position~~recruitment process.
- F. Job Interest Cards: This is an on-line process in which applicants can express interest for future position vacancies. Once completed, applicants will receive an e-mail, for up to 12 months, of vacancies which match the employment category(s) they expressed an interest in.
- G. Equal Employment Opportunity Data: ~~V~~voluntary data (gender, racial group, veteran status, and disability) collected during the application process. This information is not part of the application for employment and remains separate from the application.
- H. Recruitment Status Report: ~~A~~a summary report, which is updated weekly, that outlines the status of all City open positions.
- I. Applicant Database: ~~A~~a database that tracks applicant information and their disposition in ~~the~~our hiring process.
- J. Application Form: ~~A~~an on-line form to be completed by the applicant. This form gathers data regarding the applicant, including address, phone number, ~~criminal history~~, education, work experience, and applicable volunteer experience.
- K. Eligibility List: ~~A~~a list of candidates who went through an interview process but were not chosen and remain eligible if the position becomes vacant again. This list ~~may~~will include ranking of candidates on the list and will have an expiration date.

## V. PROCEDURES

- A. Filling of a Vacant Position  
To fill a vacant position, the hiring department must submit a completed Request to Fill form, updated job description, and updated job task analysis to the department designated Human Resources Generalist. A review of the request will be made by the Human Resources Director, the Mayor, and the Finance and Human Resources/IT Administrative Services Committee Chair. Once approved, the process will move to the steps outlined below:
  - 1. Union Internal Posting  
The department shall notify the designated Human Resources Generalist to initiate the posting process as outlined in the collective bargaining agreements. If no qualified internal applicants post to the position, the process will move to an External Posting as stated in 3 below.
  - 2. Non-represented Internal Postings  
The department shall notify the Human Resources Department to initiate a posting announcement to either ~~a)~~ be announced only within the department where the vacancy exists; or ~~b)~~ to be announced to all City departments.
  - 3. External Postings

The department shall notify the Human Resources Department to initiate the recruitment process. This process will involve the following:

- a. Job Announcement  
The Human Resources Department shall issue an Open Positions Listing of job announcements to publicize vacancies as deemed appropriate. This will be coordinated with the affected department to ensure the most efficient and cost effective means of advertising are included.
- b. Application Forms  
All applications for employment must be submitted through the on-line application form process. Resumes and supporting documentation will be accepted as a supplement to the application, but an application must be completed for consideration. Applications will only be accepted when a position is available.
- c. The designated Human Resources Generalist (or representative), along with the department representative(s) involved with the hiring, will screen the applications based on the job requirements as outlined in the job description.
- d. Applicants whose applications are chosen from the initial screening may be invited to participate in telephone or Skype interviews, testing, an assessment center or other selection process (depending on the position) at the discretion of the hiring and Human Resources Departments. Applicants not chosen from the initial screening will receive a regret response.
- e. Those individuals who successfully complete the initial screening ~~may will~~ be scheduled for panel interviews. The interview will be coordinated by the Human Resources Department.
- f. Members of the interview panel will make a recommendation to the Human Resources Generalist as to who they would like to hire. If consensus cannot be reached, then the Human Resources Generalist will consult with the Human Resources Director. If consensus is reached, the Human Resources Generalist will obtain the following checks prior to making the final job offer:
  1. At least two positive reference checks from previous employers: (if two positive checks cannot be obtained the Human Resources Representative must consult with the hiring supervisor and the Human Resources Director).
  2. Appropriate background checks, physicals, drug screens, psychological testings, etc.
- g. The Human Resources Generalist will make the job offer contingent upon appropriate background information using the existing pay structure. Human Resources will consult with the hiring supervisor to determine appropriate pay level.
- h. Human Resources will develop an offer letter and coordinate with the hiring department a start date, ~~as well as the appropriate time for the paperwork to be filled out.~~ The new employee on-boarding process will be initiated at this point.

- i. Human Resources shall conduct an orientation process with all new employees.
  - j. Human Resources will provide the hiring supervisor with a checklist of items that should be shown or explained to the new employee.
4. **Employment Agencies**  
Outside agencies may be used to recruit regular and/or temporary employees. The hiring supervisor must consult with his/her department's designated Human Resources Generalist prior to using the outside agency.
5. **Internal Promotions**  
If the successful candidate is an existing employee, the original date of hire will be used for the purposes of benefits. The salary will be determined based on skills and experience and in accordance with the Salary Administration Policy and/or with the collective bargaining agreement.
6. **Eligibility Lists**  
Eligibility lists may be established and applicants will be informed of the expiration of the list.
7. **Testing and Selection**  
The selection process shall maximize reliability, objectivity and validity through a practical and job-related assessment of applicant attributes necessary for successful job performance and career potential. The selection process shall also be balanced to provide promotional opportunities as well as open competitive opportunities at various levels of City employment.
  - a. **Selection Tools** – The Human Resources Director shall be responsible for determining when formal selection tools will be used to screen applicants for job vacancies, except for those positions that fall under jurisdiction of the Police and Fire Commission (Wis. Statute 62.13) and the Library Board (Wis. Statute 43.58(4)). Such tools may include, but need not be limited to, a review of training and experience, work sample and performance tests, practical written test, assessment center, interviews, physical fitness examinations, and background reference inquiries. In the development of selection tools, the Human Resources Director may confer with the Department Director of the hiring department or others familiar with the knowledge, skills and abilities required in order to determine the specific devices to best measure these factors.
  - b. **Security** – Formal selection materials shall be maintained and administered only by the Human Resources Department. Every precaution shall be exercised by all persons participating in the development and maintenance of materials to ensure a high level of integrity and security.
  - c. **Notification of Applicants** – Each person competing in the selection process shall be given written notice of his/her status within a reasonable time of the completion of the process.
  - d. **Confidentiality** – The City will protect applicant names, scores, and process information to its fullest ability under the law.

8. Part-time (non-benefitted) and Seasonal Employees  
When it is determined to be in the best interest of the City of Appleton, part-time (non-benefitted), seasonal, limited term or temporary employees may be hired as budgeted. Such employees shall not be eligible to receive City of Appleton fringe benefits unless specifically provided for elsewhere in policy ~~(-For additional information, please see the City refer to the~~ Employee Status ~~p~~Policy for more information).
9. Limited Term Appointments
  - a. Emergency Appointments – Whenever there is an urgent need to fill a vacancy the Human Resources Director may authorize filling the vacancy by emergency appointment until proper recruitment can take place.
  - b. Temporary Appointments – The Human Resources Director may authorize the appointment of a qualified individual on a temporary basis when the need exists. Such appointments shall not exceed 1,000 hours in a 12-month period without prior authorization by the Human Resources Director. All departments shall arrange for their temporary manpower needs by calling their Human Resources Generalist. The following points apply when temporary staff are needed:
    1. The Department in need must have sufficient money budgeted to cover the cost of the temporary employee over the anticipated period of need.
    2. Notification shall be given to the Human Resources Department when temporary staffing is scheduled.
  - c. Persons Hired Under Federal or State Manpower Programs - No person shall be hired under Federal or State Manpower programs without prior approval of the Human Resources Director. Persons employed under such programs are considered limited term employees and are not considered regular City of Appleton employees unless specific action is taken to appoint such employee to a regular City of Appleton position after he/she has been duly certified as eligible for such employment by the Human Resources Director.
  - d. No department shall employ or use volunteers, interns, seasonal employees, temporary employees or co-op students, or participate in other wage sharing programs without prior discussion/notification of the Human Resources Department. ~~While such programs appear on the surface to have little or no cost associated with them, there are hidden liabilities and training issues that should be reviewed before the City of Appleton utilizes this type of help.~~ If such position/program is authorized, the department will coordinate the employment conditions, offer letter, approvals, paperwork and training requirements with the Human Resources Department.
10. Applicant Travel Expenses  
With the exception of Director level positions, all applicants invited to participate in the City of Appleton selection process will do so at their own expense, unless approval by the Department Director and the Human Resources Director. The City of Appleton may elect to reimburse an applicant for reasonable expenses incurred, including travel, meals and overnight accommodations ~~if the applicant is invited to~~

~~participate in an assessment center or is invited back for a second interview. The appropriateness of this shall be determined~~ as deemed appropriate by the Human Resources Director.