



POLICIES AND PROCEDURES MANUAL

SUBJECT Creating and Filling Positions, Reductions in Force and Recall Procedures	DEPARTMENT Human Resources		DEPARTMENT IDENTIFICATION 1400	
	SECTION 1402	PAGES 1-5	EFFECTIVE DATE 1/1/82	REVISION DATE 12/18/12

1.0 PURPOSE:

To describe the policies and procedures of the City of West Allis in regard to creating and filling positions, reductions in force and recall procedures.

2.0 ORGANIZATIONS AND PERSONS AFFECTED:

This policy applies to all City of West Allis departments, boards, commissions, and employees except elected officials and employees under the jurisdiction of the Police and Fire Commission.

3.0 POLICY:

It is the policy of the City of West Allis to follow a uniform set of policies in regard to creating and filling positions, reductions in force and recall procedures.

4.0 REFERENCES:

- City of West Allis Policies and Procedures Manual, Policy 404 - Recruitment, Selection, Appointment and confirmation for City Officials and Department Heads
- City of West Allis Policies and Procedures Manual, Policy 1104 – Internship Policies & Procedures
- City of West Allis Policies and Procedures Manual, Policy 1107 – Required Approvals for Filling Vacant, Budgeted Positions
- City of West Allis Policies and Procedures Manual, Policy 1407 – Fair Employment/Affirmative Action
- City of West Allis Policies and Procedures Manual, Policy 1455 – Managerial Services Division Head Conditions of Employment
- City of West Allis Policies and Procedures Manual, Policy 1457 – Department Review of Employee Performance During Probationary Period
- City of West Allis Revised Municipal Code Section 2.76(5) and (10).
- Civil Service Rules and Regulations

5.0 PROCEDURES:

5.1 GENERAL POLICIES – CREATING AND FILLING POSITIONS

- 5.1.1 Certification for Position Vacancies. When an appointing authority has a vacancy in his/her department that he/she desires to fill, he/she shall request the approval of the Common Council to fill such vacancy, and if such approval is given, he/she shall notify the Human Resources Division

through submittal of a Personnel Action Form. The Human Resources Division shall thereupon supply candidates for the vacancy following the City's hiring procedures.

The Department Head shall comply with the procedures for creation of new positions, training programs, or proposed changes to existing positions as administered by the Human Resources Division. All requests for new positions, training programs, or proposed changes to existing positions shall be submitted by the Department Head through the City Administrative Officer/Clerk-Treasurer to the Common Council for review and approval.

5.1.2 Recruitment. The Human Resources Division shall follow the recruitment process and procedures as set forth in the Fair Employment/Affirmative Action Policy 1407 and the City of West Allis Civil Service Commission Rules and Regulations (CSC R&R) for all employees except City Officials and Department Heads whose recruitment process and procedures are set forth in City Policy 404. Upon completion of the recruitment process, the Human Resources Division shall establish an eligible list of qualified candidates per the provisions of CSC R&R.

- (1) Internal Candidates. The Human Resources Division may initially offer internal candidates for positions, other than City Officials and Department/Division Heads, the opportunity to apply and be considered for open positions prior to the general public.
- (2) Training Programs. The Department Head, in coordination with the Human Resources Division, may develop and implement training programs when deemed appropriate.
- (3) Interns/High School and College Co-ops/Volunteers/Election Inspectors. The hiring Department shall be responsible for the recruitment and hiring of individuals in these classifications with support and guidance from the Human Resources Division.
- (4) Seasonal Employment (Spring/Summer/Fall Temporary Laborers). Refer to Section 5.2 General Policies – Temporary Employment.

5.1.3 Certification of Candidates Eligible for Hire.

In the absence of a qualified candidate for recall (see Section 5.4 below), the following shall be followed by the Human Resources Division when certifying candidates to the hiring Department.

- (1) Civil Service Position. The top three (3) names from the appropriate eligible list shall be certified by the Human Resources Division to the hiring Department for further review. If there are less than three (3) names on the eligible list, the hiring Department may request additional candidates be recruited to fulfill the three (3) name requirement.
- (2) Non Civil Service Position. The Human Resources Division shall certify as many available names from the eligible list as requested by the hiring Department. If there are less than three (3) names on the eligible list, the hiring Department may request additional candidates be recruited.

5.1.4 Selection of Candidate for Hire. The hiring Department shall select a candidate from the certified names supplied by the Human Resources Division. It is within the discretion of the hiring Department to conduct secondary interviews in order to further consider each candidate's suitability for the position. The hiring Department shall forward the name of the selected candidate to the Human Resources Division for reference checking (NOTE: refer to footnote in section 5.1.5 for an internal candidate.)

- 5.1.5 Reference Checking¹. The Human Resources Division shall be responsible for performing reference checks which shall include, but not be limited to, verifying educational credentials and licenses/certifications, coordinating a police and credit records check, and contacting previous employers in order to verify dates of employment, position, duties, performance, attendance, etc.

The Human Resources Division shall inform the hiring Department if the reference check is satisfactory or not. If the reference check is unsatisfactory/questionable, the Human Resources Division shall consult with the hiring Department to determine the next course of action. If satisfactory, the hiring Department shall make a job offer to the candidate contingent upon passing a medical examination.

- 5.1.6 Post-Offer Medical Examination. The post-offer medical examination shall consist of a drug test and, if applicable, physical examination. The Human Resources Division shall coordinate the post-offer medical examination with the City's occupational medical provider and candidate for hire and shall confirm with the hiring Department the results of the examination. If the examination results are questionable, the Human Resources Division shall consult with the City Attorney's Office to determine the next course of action. If the examination results indicate the candidate is fit for duty, the hiring Department may confirm the job offer with the candidate.
- 5.1.7 Appointment of Candidate for Hire². The hiring Department shall request written correspondence from the candidate confirming acceptance and submit such to the Human Resources Division along with the completed Personnel Action Form. The Human Resources Division shall then forward a Welcome Aboard packet to the candidate.

Once the hiring Department receives written acceptance of the position from the candidate, the hiring Department then contacts the remaining candidates regarding the decision.

- 5.1.8 Orientation and Probationary Period.

- (1) Orientation. The Human Resources Division and the hiring Department shall coordinate and conduct a New Employee Orientation upon the individual's date of hire.

Within the first three (3) days of hire, the Human Resources Division shall provide a general overview of the City as an organization and review benefits, salary administration, policies and procedures common to all employees, along with completion of necessary paperwork for payroll administration and employment law processing.

¹ Reference Check Process for an Internal Candidate (i.e., individual currently working for the City): upon the employee's permission, the hiring Department Head/designee may contact the employee's current supervisor for recommendation. If the recommendation is unsatisfactory/questionable, the hiring Department Head/designee shall consult with the Human Resources Division to determine the next course of action. If the recommendation is satisfactory, the Department Head/designee then offers the position to the candidate contingent upon passing a medical examination (when applicable); the post-offer medical examination is coordinated by the Human Resources Division as outlined in section 5.1.6.

² Appointment of Candidate Process for an Internal Candidate (i.e., individual currently working for the City): upon the candidate's successful completion of the Reference Check/Post-Offer Medical Examination process, the hiring Department Head/designee offers the position to the candidate, coordinates the appointment date with the employee's current supervisor/department, contacts the remaining candidates regarding the decision, and submits the completed Personnel Action Form to the Human Resources Division.

The hiring Department shall provide an overview of departmental policies and procedures (including but not limited to hours of work, lunch/breaks, dress code, reporting of time) and any other job related expectations of the Department. The hiring Department shall coordinate and provide all necessary tools, resources and training in order for the individual to be successful in their position.

- (2) Probationary Period. All new employees shall complete an introductory/training period of at least six (6) months in order to determine initial suitability to the position, Department and City.

Each Department Head shall be responsible for conducting periodic reviews of an employee's employment performance during the introductory/training period and thereafter per City policy 1457.

5.1.9 Holding More than One Position with the City.

- (1) Full time employees are not eligible to be paid for more than one job with the City (i.e., a full time employee is not eligible to hold more than one position with the City).
- (2) Part time employees may be paid for more than one job with the City on a limited term basis in order to meet the needs of the City as determined by the Department Head in consultation with the Human Resources Manager, Finance Manager and City Administrative Officer. The employee shall be paid either at their regular position's pay rate or a rate determined by the Department Head in consultation with the Human Resources Manager, Finance Manager and City Administrative Officer. Employees are not eligible to receive additional benefits (such as health insurance, dental insurance, etc.) for the limited term dual assignment unless it is offered by the City for extenuating circumstances; extenuating circumstances shall be determined by the Department Head in consultation with the Human Resources Manager, Finance Manager and City Administrative Officer.

5.2 GENERAL POLICIES – TEMPORARY EMPLOYMENT

The City of West Allis hires temporary employees to fill limited tenure assignments under certain special circumstances. A temporary City employee is an employee hired for a limited period of time, usually less than one year, to meet peak, increased, or special demands which may be occasioned by seasonal, sporadic, or special project requirements. Such employee is compensated on an hourly basis and is not eligible for employee benefits. Employment may be either full-time or part-time and does not confer the privileges of permanent tenure, promotion, transfer, or reinstatement. Employment may be terminated without notice, when the purpose for which the employee was hired has been accomplished.

- 5.2.1 All temporary employees are to be requisitioned through the HR Division by submitting a brief description of the job duties, number of persons required, funding source, expected duration of employment, work schedule/hours, and starting date.
- 5.2.2 An hourly rate of pay will be established for the contemplated position, which is based upon the required duties and responsibilities, utilizing the City's current salary ordinance. If no hourly rate is specified in the current salary ordinance for a comparable position, an appropriate hourly rate will be established by the HR Division.

5.2.3 The HR Division shall consider the following recruitment sources when filling the temporary employment request: transfers, reductions in force, established eligible lists, external sources, and when qualified applicants are unavailable, a recruitment will be conducted.

5.3 GENERAL POLICIES - REDUCTIONS IN FORCE

Reductions in the workforce may occur through layoffs or furloughs, in addition to attrition or position elimination or modification. The City will determine the Departments, number of positions and persons impacted by the reduction in workforce. The City may choose to solicit volunteers for the reduction in workforce.

5.3.1 In the event a reduction in workforce occurs, the Department Head, in conjunction with the City Administrative Officer, HR Manager, Finance Manager and Attorney's Office, will determine who shall be laid off.

5.3.2 Employees will be laid off or furloughed based on skills, abilities, qualifications, job performance, and conduct, taking into consideration the interests and needs of the City; all things being equal for two qualified employees, and the needs of the City do not necessitate retaining one employee rather than another, then the employee with the longest years of service³ with the City will be retained.

5.4 GENERAL POLICIES – RECALL PROCEDURES

When a vacancy occurs, an employee who has been terminated due to a reduction in force, and whose skills, abilities, qualifications, prior job performance and conduct, is deemed suitable for the position, may be recalled without having to go through the entire recruitment process set forth in Section 5.1 above, taking into consideration the interests and needs of the City.

³ Longest years of service shall be calculated by the HR Division utilizing the following formula based on FTE (full time equivalency):

_____ years of full-time service x 1 = _____ FTE
_____ years of part-time service (20+ hours/week) @ _____% = _____ FTE
_____ years of part-time service (<20 hours/week) @ _____% = _____ FTE
_____ Total FTE years of service