



ADMINISTRATIVE PRACTICES MANUAL

SUBJECT: HIRING TO FILL CIVIL SERVICE POSITIONS

1. All Civil Service positions are filled in compliance with the provisions of the Civil Service Ordinance, relevant Employee Benefit Handbook policy, Union contract if applicable, and to the full extent of the law.
2. Dane County is an Affirmative Action Employer and actively seeks to balance its work force. Department heads should review Affirmative Action hiring goals prior to making any hiring decisions and make every reasonable effort within the constraints of the law to address work force imbalances when making hiring decisions.
3. The starting and seniority dates for individuals hired into Civil Service positions are as follows:
 - a. External individuals originally hired into their position should be the first day actually on the job.
 - b. Internal actions (e.g., Limited Term Employee (LTE) to Regular, Promotion, Demotion, Transfer, , etc.), the starting date **must** be the first day of a payroll period.
4. Applicants for County employment shall be treated courteously and public information shall be provided promptly. Each applicant is entitled to know about the selection process including their own exam score and rank.
5. No person shall be appointed to any County position by any appointing authority to whom they are related or share the same home residence as defined in Section 18.09 (16) of the Civil Service Ordinance under "Nepotism."
6. Per Civil Service Ordinance 18.23(4)(c), an appointing authority may employ two (2) persons in the same position for such number of work days as may be authorized by the County Executive, for purposes of training a newly hired or promoted employee prior to the current incumbent's resignation, retirement or other termination. This provision is subject to the availability of sufficient funds in the affected department's budget.
7. Per Ordinance 29.52(15), any authorized budgeted position that remains vacant for more than six (6) months, shall not be filled without approval of the Personnel & Finance Committee and the County Executive. (Certified Nursing Assistant positions are exempt from this requirement).
8. U.S. citizenship or legal U.S. work authorization must be verified for all new hires, including Limited Term Employees (LTEs), within three (3) work days of the starting date. If a new employee fails to produce the documentation necessary to complete Section 2 within three (3) days, the employee must be terminated. This does not apply to contracted temporary help.
9. All newly hired employees will be provided with an orientation to their job duties and responsibilities, relevant personnel terms and procedures, Dane County work rules, and their employment benefits with Dane County.
10. A candidate may be removed from an eligible candidates list by the Human Resources Director for job related reasons. The applicable sections of Civil Service Ordinance, appropriate Employee Benefit Handbook policy or Union contract if applicable, should be reviewed for specific details.

END OF POLICY



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Forms/Documents Needed:

- Requisition (In NEOGOV)
- Rate Justification Request to Start an Employee at a Rate Higher Than the First Step Form 014-124-10 (3/30/22), or
- LTE Rate Justification Request Form 014-127-10 (7/95)
- Employee Action Form
- Employee Data Form
- Employment Eligibility Verification Form (I-9)
- Direct Deposit
- Tax forms (State/Federal W4)
- The forms or documents required vary depending on the type of action. For example, External hires must complete all of the forms/tasks within NEOGOV Onboarding and Internal actions (identified below) utilize the following forms available on DCINET:

PROMOTION/DEMOTION/TRANSFER, etc.	LIMITED TERM EMPLOYEE (LTE) to REGULAR
<ul style="list-style-type: none"> • Employee Action Form • Employee Data Form (with Job Skills Acknowledgment) • Position Description 	<ul style="list-style-type: none"> • Employee Action Form • Employee Data Form (with Job Skills Acknowledgment) • Orientation Checklists (Employee and Manager) • Civil Service Work Rules • Position Description

RESPONSIBILITY

ACTION

Requesting Department

1. Appointing authority requests from the Employee Relations Division (ER), a copy of the position description (PD) and class specification (CS) on file, so they can review and edit them. The updated CS is then uploaded into NEOGOV by Employee Relations staff in preparation for the recruitment.

NOTE: Prior to creating a position requisition in NEOGOV, it is crucial for the hiring department to review and determine if significant changes to the role (e.g., classification/title/bilingual designation/etc.) are necessary, and follow guidelines provided in the applicable Administrative Practice Manuals (APMs) and policies, e.g., Reallocation and Reclassification APM; Bilingual Designation APM; Title Change APM, Classification and Compensation APM, etc. If no major changes are necessary, the department may complete a requisition in NEOGOV and work on the supporting documentation in preparation for the recruitment.

ER / OEI/ Department of Administration / Appointing Authority

2. Complete a requisition in NEOGOV.
3. The requisition flows through the approval process in NEOGOV.
4. Before starting the process to fill a position, the Employee Relations Division will verify if budget authority exists for an actual vacancy. There will also be a review to ensure compliance with Dane County Civil Service Ordinance, Chapter 18, other relevant County Ordinances, statutes, Union contract if applicable, and the Employee Benefit Handbook.



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RESPONSIBILITY

ACTION

ER / OEI/ Department of Administration / Appointing Authority

5. When appropriate, Office for Equity and Inclusion (OEI) or the hiring department's appointing authority will recommend/request the use of "alternative selection." "Alternative selection" is not to be used to circumvent or replace Civil Service selection standards. After the County Executive makes a decision, OEI is notified.

6. If "alternative selection" is to be considered, it shall be carried out in conformance with the requirements of Chapter 18, Dane County Ordinances, Section 18.33, other applicable laws, Union contract if applicable, and Employee Benefit Handbook policies. OEI coordinates an "alternative selection" review with the employing department and the Employee Relations Division. The review includes an analysis of the normal recruitment, examination, interview and selection processes for the position being reviewed. Under no circumstances will a candidate be considered for "alternative selection" unless they meet all requirements. *(For more details, refer to the Alternative Selection Administrative Practices Manual.)*

Department of Administration

7. Once the position is approved by the Executive's office for filling, the requisition is approved and assigned to an HR Analyst (HRA).

Employee Relations Division

8. Employee Relations Division performs the recruitment process and certifies a list of eligible candidates to the employing appointing authority, that is attached to the Requisition.

9. A copy of applicant data is sent to OEI. Applicant flow data contains relevant recruitment, examination, and demographic characteristics of all applicants.

Appointing Authority

10. The appointing authority makes every reasonable effort to contact individuals who are certified as eligible for a position's interview.

11. Structured interviews are provided. Departments shall make all attempts to have a diverse interview panel.

a. If a candidate withdraws, or is unavailable or unreachable after a reasonable effort has been made to contact them, additional names may be added to the certification list by making a request to the Employee Relations Division. For positions covered by the Employee Benefit Handbook or Union contract if applicable, stricter certification rules apply.

b. Review the appropriate Employee Benefit Handbook policy or Union contract if applicable, for language that affects the filling of the position.

12. After interviews are conducted, the appointing authority makes a tentative selection of top finalists. Before finalizing that selection, reference checks and, if applicable, Sheriff's checks of criminal and the applicant's motor vehicle driving records are completed. (Consult "Reference Checks and Credentials Verification Guidelines" for guidelines on conducting references checks. For more information regarding Sheriff's records checks, contact the Employee Relations Division or the Sheriff's Office.) As appropriate, information given by an applicant regarding Veteran's preference, identifying as being Native American-Alaskan Native, education degrees, licenses, training skills, conviction record, and work histories must be verified.

13. If reference and/or Sheriff's record checks are satisfactory, the hiring authority can make a final selection.

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<u>RESPONSIBILITY</u>	<u>ACTION</u>
Appointing Authority	<ol style="list-style-type: none">14. Before an offer of employment may be made to the final candidate, the appointing authority must provide a justification of the selection to OEI if the appointing authority is:<ol style="list-style-type: none">a. Filling a position and has a known disparity in their department of minorities, females, covered veterans, persons with disabilities, and a candidate has been certified to them as eligible for appointment and that appointment would help the appointing authority alleviate a disparity.b. Filling a position in a Job Category in which a disparity exists among the County workforce for minorities, women, covered veterans, persons with disabilities and a candidate has been certified to the appointing authority as being eligible for appointment and that appointment would help alleviate a disparity in a Job Category.
Office for Equity & Inclusion	<ol style="list-style-type: none">15. The determination of whether disparities exist for a department or Job Category will be based on parity figures developed by OEI from data provided in the most current edition of <i>Affirmative Action Data for Wisconsin</i>, published by the Wisconsin Department of Workforce Development.16. During recruitments, when a position is under-parity for one of the Affirmative Action (AA) defined groups (e.g., minorities, women, covered veterans, or persons with disabilities) the OEI Manager for Equal Employment Opportunity, while approving requisitions in NEOGOV at Step 2, will notify the appointing authority if the position is under-parity and send them relevant details including the “Affirmative Action Hiring Justification” form that may be required before making an employment offer provided a candidate in the defined groups is certified.
Employee Relations Division	<ol style="list-style-type: none">17. ER’s Human Resources Specialist copies the OEI Manager for EEO in emails when assigning requisitions to HR Analysts (HRAs), so the Manager for EEO can inform the appointing authority that the position is under-parity.18. HRAs should ensure they have heard back from the Manager for EEO before authorizing a non-AA hire in NEOGOV.19. When a justification is required, it is recommended that the appointing authority contact OEI. A justification must be submitted to OEI prior to making an employment offer, or the appointing authority may be required to rescind an accepted employment offer. The Employee Relations Division will not process an appointment until a justification has been received and reviewed by OEI.
Appointing Authority	<ol style="list-style-type: none">20. Justifications must contain a review of the applicants interviewed which includes information on the applicant’s gender, race, ethnicity, disability and veteran status. In addition, justifications must rank and give an evaluation of each candidate, the candidate’s professional attributes and the criteria used as deciding factors in the final selection or other factors that influenced the selection.21. Appointing authority does not need to complete an AA justification form if candidates in a pool have not self-identified as meeting AA criteria. The appointing authority should select the most qualified candidate.22. The County’s goal is to hire the most qualified candidate for the position based on the need of the organization regardless of whether or not they meet the AA criteria.



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<u>RESPONSIBILITY</u>	<u>ACTION</u>
Office for Equity & Inclusion	<p>23. The Manager for EEO copies the HR Analyst in the non-AA hire approval/denial determination to the appointing authority.</p> <p>24. The Employee Relations Division may stop the hiring process after being notified by OEI that the justification does not clearly demonstrate to the Manager for EEO that the most appropriate candidate for a position has been selected. When the hiring process is stopped, OEI notifies the appointing authority. Within twenty-four (24) hours of receipt of a justification, OEI conducts a review of the process undertaken by the hiring department. ER and/or OEI may meet and confer with the appointing authority to provide any needed assistance.</p> <p>25. When the selection review is completed, a decision is made to determine if the candidate selected was the most appropriate for the position. If it is determined that the selection was appropriate, OEI notifies the appointing authority and ER. After notification, ER continues the hiring process.</p>
Executive, Office for Equity & Inclusion, Appointing Authority	<p>26. If after a review of the selection process, OEI's Manager for EEO determines that a selection was inappropriate, they submit a report outlining the issues to the County Executive. The County Executive, OEI and the appointing authority meet to work out a resolution. When the issues are resolved, OEI notifies the appointing authority and ER. The appointing authority reinstates the hiring process.</p>
Appointing Authority	<p>27. When OEI informs the appointing authority of an approval to hire a candidate, the appointing authority makes the employment offer and determines a starting date, salary, whom to report to on the first day of work and other relevant information. (Review the sample confirmation letter.)</p> <p>28. If requesting to hire above the first step rate of the pay scale or to hire at a Level II or III classification, complete either one of the two forms mentioned below for a regular or LTE hire:</p> <ul style="list-style-type: none">a. "Rate Justification Request to Start an Employee at a Rate Higher Than the First Step" Form 014-124-10 (3/30/22), orb. "LTE Rate Justification Request" Form 014-127-10 (7/95). <p>29. Forward completed form to Employee Relations Division.</p> <p style="text-align: center;">UNDER NO CIRCUMSTANCES IS AN APPLICANT OFFERED A POSITION AT A RATE HIGHER THAN THE FIRST STEP WITHOUT PRIOR APPROVAL OF THE COUNTY EXECUTIVE.</p> <p>30. In NEOGOV select the candidate and hire. For all other candidates, provide a rejection reason for each.</p> <p>31. Notify all candidates who were interviewed but not selected of the determination. Relevant NEOGOV notice templates may be customized and used.</p>
Employee Relations Division	<p>32. Upon receipt of the name and start date of new hire, schedule new employees for New Employee Orientation. Forward Orientation packet and letter to payroll clerk. Send approved position description (PD) for signature.</p> <p>33. Process new hire as appropriate when all required documents are received from appointing authority. Route any additional applicant flow data to OEI.</p>



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<u>RESPONSIBILITY</u>	<u>ACTION</u>
First Line Supervisor	34. Orient new employee to job duties and work environment using the Dane County Orientation Checklist. Inform new employee of the time and location of Employee Orientation, including the Affirmative Action/Equal Employment and Sexual Harassment training. Ensure that the employee attends all orientation sessions. Introduce the employee to the department payroll clerk.
Appointing Authority / New Employee	35. For External hires, it is the appointing authority's responsibility to inform the new employee to provide documentation that demonstrates the new employee is a U.S. citizen or has legal authorization to be working in the United States. Acceptable documents that can be used for verification are listed in the Employment Eligibility Verification Form I-9. Within three (3) work days of a new employee's employment with Dane County, the employee must submit all requested documents to the appointing authority. The documents must be examined to establish identity, copied and uploaded within the individual's NEOGOV Onboarding profile. Once the I9 has been completed, the department is also responsible for initiating the e-Verify process within NEOGOV Onboarding, then forwarded to Employee Relations. If a new employee fails to produce the documentation necessary to complete Section 2 within three (3) days, the employee must be terminated. If the new employee is under age 18, you must comply with child labor laws and the employee must provide a work permit upon their first day of work.
Payroll Clerk	36. Familiarize the new employee with fringe benefit enrollment forms as well as tax forms, using Dane County's Employee Orientation Checklist. 37. Steps 31, 32, 33, 34, and 35 may vary depending on the type of action (e.g., External hire, LTE, Regular, Promotion/Demotion/Transfer, etc.) 38. For External hires, the majority of the process is completed within NEOGOV Onboarding (typically on the first day of employment). Otherwise, for Internal actions, the departments are responsible for utilizing the forms available on the county's DCInet and may not have to complete I-9, orientation, tax forms, etc. (Refer to this APM's page 2 table showing the breakdown of required forms.)

END OF PROCEDURE



**ADMINISTRATIVE PRACTICES MANUAL
 JOB POSTING / HIRING CHECKLIST**

RECRUITMENT NAME: _____

#	TASK	DONE
1	VACANCY OCCURS (EMPLOYEE RESIGNS/RETIRES, etc.) (Payroll Clerk may assist with this step)	
	a. Submit Employee Action Form to ER HR Specialist	
	b. Submit Separation Notice to ER HR Specialist	
	c. Submit Employee's separation letter to ER HR Specialist	
2	REVIEW OF VACANT POSITION	
	a. Review position's Position Description (PD) and Classification Specification (CS) documents (request recent versions from ER, do not copy from NEOGOV)	
	b. Make needed updates to PD and CS and submit to ER (<i>show edits electronic redlined/tracked changes</i>). NOTE: Do not make edits on CSs that have same classification in other departments – confer with ER.	
	c. If applicable, submit reclassification/reallocation/title change/bilingual designation, etc., requests to ER before creating requisition	
3	GET VACANT POSITION POSTED	
	a. Complete requisition in NEOGOV	
4	POSTING VACANCY FOR APPLICANTS	
	a. Create and submit exam to ER (e.g., Achievement History Questionnaire (AHQ) with Grading Criteria)	
	b. Identify AHQ Grading panel/Subject Matter Experts (SMEs) and submit to ER for approval	
	c. Review posting draft sent by ER and send ER approval within expected timeframe	
	d. Notify ER if posting should be sent to specific groups (e.g., professional/educational institutions, etc.), the costs, if any, are covered by the hiring department.	
5	INTERVIEW-RELATED ACTIONS	
	a. Select diverse Interview panel from own network or contact OEI Manager of Equal Employment for list	
	b. Contact all referred applicants to set up interview	
	c. Conduct Interviews (<i>refer to Interview Guidelines Administrative Practices Manual (APM) as needed</i>)	
	d. Perform reference and background checks for top applicant (<i>refer to Criminal Background Checks APM</i>)	
6	PRE-OFFER HIRING ACTIONS	
	a. Determine top applicant for job offer	
	b. Complete OEI Affirmative Action Hiring Justification form (if applicable to position)	
	c. Receive approval/denial from OEI to make offer	
	d. Submit pay rate justification form to ER if offering wage above the minimum step or hiring at Level II/III classification	
	e. Receive pay rate justification form from ER approving/denying higher wage offer request	
	f. Make employment offer to top candidate	
7	ACCEPTED OFFER HIRING ACTIONS	
	a. Complete requisition in NEOGOV with name of person hired and expected start date	
	b. Complete NEOGOV certified eligible list interview action steps	
	c. Draft employee's New Hire letter	
8	EMPLOYEE PAPERWORK (Employee completes some of these in NEOGOV Onboard)	
	The forms or documents required vary depending on the type of action. For example, External hires must complete all of the forms/tasks within NEOGOV Onboarding and Internal actions (identified below) utilize the following forms available on DCINET:	
	• For Promotion Promotion/Demotion/Transfer/etc. - Complete: EAF, EDF (with Job Skills Acknowledgement), PD	
	• For LTE to Regular – Complete: EAF, EDF (with Job Skills Acknowledgment), Orientation Checklists (Employee and Manager), Civil Service Work Rules, PD	
	a. Employee Action Form: Payroll Clerk submits to ER	
	b. Employee Data Form: Employee completes portion, Appointing Authority signs (<i>note EDF in NEOGOV Onboarding is slightly different than the one on DCInet</i>).	
	c. I-9 Form: Payroll Clerk reviews with employee within legal timelines and submits to ER	
	d. W-4 Form: Employee completes in NEOGOV, Payroll Clerk review and submits to Payroll	
	e. Direct Deposit/FOCUS Card Form: Employee completes in NEOGOV; Payroll Clerk reviews	
	f. Network Access Request Form (NARF): Appointing Authority completes	
	g. Parking Permit (Downtown employees): Employee completes on start date; Payroll Clerk finalizes	
	h. Building Access Form (if applicable to your location): Payroll Clerk/Appointing Authority completes	
	i. Position Description: Employee and Supervisor sign/date; supervisor submits to ER during first week of employment	
	j. Orientation Checklist: Supervisor and Employee review and complete this ASAP after employee attends New Employee Orientation.	