

Chapter 4

Recruitment, Selection, and Affirmative Action

Section 1 Policy Statement: The Library shall endeavor to recruit and select the best qualified people for positions in the Library's service. Recruitment and selection shall be conducted in an affirmative manner to insure open competition, provide equal employment opportunity and prohibit discrimination because of race, creed, marital status, pregnancy, color, national origin, ancestry, disability, sex, age, or sexual preference (except where sex or age is a bona fide occupational qualification), or other legally protected class.

The Library Director shall be responsible for initiating and coordinating all recruitment activities necessary to meet current and projected staffing needs. The recruitment program shall be tailored to number and type of positions to be filled and to labor market conditions. Special emphasis shall be placed on recruitment efforts to attract minorities, women or other groups that are substantially under represented in the work force.

The Library Director, through the development and administration of job related selection procedures, shall be responsible for the overall coordination of the employee selection process. The selection process shall maximize reliability, objectivity and validity through a practical assessment of applicant attributes necessary for successful job performance and career development. The selection procedure shall also provide promotional opportunities as well as open competitive opportunities at all levels of Library employment.

The appointment of an eligible candidate to a vacant position shall be made by the Library Director or his/her designee.

Section 2 Recruitment Process: The Library Director shall develop and conduct an active recruitment program designed to meet the Library's current and projected human resource needs. Recruitment shall be tailored to the position to be filled and directed to sources likely to yield qualified candidates.

- A. Job Announcements: Job announcements shall include the following:
1. Class title.
 2. Salary range.
 3. A statement relative to the duties and responsibilities of the classification.
 4. The place and last date to file application.
 5. The minimum qualifications for the position.
 6. The screening and evaluation procedures.
 7. Other information concerning recruiting, evaluation, and placement.

- B. Union Postings: Where job posting is required by a labor agreement, notice of the job opening will be posted in designated places for positions represented by the bargaining unit.
- C. Promotional Opportunities: Promotional recruitments may be conducted in an effort to encourage upward mobility. Applicants for promotion must possess the qualifications as set forth in the recruiting bulletin for the class for which promotion is sought.

Applicants who meet the posted qualifications may be evaluated based upon a review of formal written performance appraisal documents and through other formal processes. Subsequent to this evaluation process, the Library Director may select an employee for promotion.

- D. Open Competition: The Library Director shall direct recruitment efforts to outside sources; these may include, but are not limited to the following:
1. Review of applications on file which are part of a continuing recruitment effort.
 2. List with nearby job information and placement centers including Job Service.
 3. List with area affirmative action agencies encouraging them to refer qualified persons who are under-represented in the Library's work force.
 4. Advertisement in area newspapers.
 5. Advertisement in regional/national newspapers or professional journals when area coverage cannot or does not provide a reasonable number of applications.
- E. Eligibility Lists: The Library may conduct recruitments from time to time to establish eligibility lists for classifications that become available regularly within the Library system. Individuals wishing to make application for future openings must do so during the open recruitment period. Applications are screened and kept on file and used to fill openings in this classification for a reasonable period of time.
- F. Application Form: All applications for employment shall be made on forms prescribed by the Library Director.
- G. Disqualification of Applicants: The Library Director may disqualify any application if the applicant:
1. Has knowingly falsified the application.

2. Has been convicted of a crime which is substantially related to the duties or responsibilities of the position.
3. Is not within legal age limits prescribed for the position or for Library employment.
4. Has an unsatisfactory employment record or has engaged in personal conduct which indicates unsuitability for the position.
5. Does not meet the minimum requirements established for the position.
6. Is physically or mentally unable to perform the essential functions of the position with or without reasonable accommodations.
7. Has failed to adequately complete the required application materials.

Section 3 Selection: The selection process shall assess attributes necessary for successful job performance at the full performance level of the position as well as career potential and shall maximize reliability, objectivity and validity.

The Library Director may select only the best qualified applicants for screening and final consideration.

A. Selection Devices: The Library Director is responsible for determining methods to be used to screen applicants for job vacancies. In developing the selection devices, the Library Director may confer with managers, consultants, and others familiar with the knowledge, skills and abilities required and devices to best measure these factors. Such methods or devices may include, but need not be limited to, one or more of the following:

1. Review of education, training and experience as shown on the application and other supplemental materials.
2. Job related written or oral tests, work samples or performance tests.
3. Physical tests of strength, stamina or dexterity necessary for the job.
4. Background and reference inquiries.

B. Notification of Applicants: Each person submitting an application who was not selected for interview shall be given proper notice in writing of non-selection.

- C. Notification of Final Interviewed Applicants: The final applicants who are interviewed and not hired shall be given proper notice in writing from the Library.

Section 4 Certification and Hiring:

- A. Ranking: The Library Director shall screen and rank employment applications in relation to the qualifications for the position.
- B. Interviews: The Library Personnel Specialist and Manager shall interview the candidates and shall make the selection for referral to the Library Director. The Library Director shall make the appointment to fill the vacant position.
- C. Offer of Employment: The Library Director shall issue the selected candidate a written offer of employment. When a post-offer medical, drug and alcohol screen and/or psychological exam is required, the offer of employment shall be conditioned upon successful completion of the exam/screen.
- D. Post-Offer Medical and Psychological Exams: Post-offer medical and psychological exams, when conducted, will be scheduled after a written offer of employment has been made and before the selected candidate actually starts work.
1. Purpose: The purpose of a post-offer medical and/or psychological exam is to:
 - Determine whether the selected candidate can perform the essential functions of the job.
 - Determine whether the selected candidate can perform the essential functions without endangering the safety of him or herself, other employees or the public.
 - Determine if and how the position may be restructured to accommodate the physical limitations and/or medical condition of the selected employee to allow her/him to perform the essential functions of the job.
 2. Procedure: The following procedure will be used for determining when a post-offer medical exam will be conducted:
 - A "Statement of Job Requirements" is completed for positions by the Library Director and the immediate supervisor of the position.

- The completed assessment and other information about the job is reviewed by the Library Director to determine whether the job duties:
 - Involve moderate to heavy lifting or other similarly strenuous activity;
 - Require the use of personal protective equipment which necessitate a medical assessment to ensure safe operation;
 - Involve work in noise exposure.

- When the Library Director determines that a post-offer medical evaluation will be conducted, the offer of employment shall be conditioned upon successful completion of the medical exam, and:
 1. The medical and/or psychological examination will be required of all selected candidates in that job classification;
 2. The information gathered from the exam will be treated as a confidential medical record;
 3. The assessment procedures utilized will be job-related;
 4. The results of the exam will be used in a manner consistent with the Americans with Disabilities Act and any other laws which protect against discrimination on the basis of disability.

- Findings of the post offer medical exam will be reviewed by the County Employee Resources Director and the Library Director. The selected candidate shall be appointed to the position if the results of the medical exam show that the candidate is able to perform the essential functions of the position. When necessary, efforts will be made to reasonably accommodate an employee with a job-related physical limitation or medical condition. If a disability is not subject to reasonable accommodation, the Library Director shall notify the selected candidate of this decision and withdraw the conditional offer of employment.

If a candidate is dissatisfied with the report of the physical or psychological examination, she/he may be reexamined by another physician or licensed psychologist selected by the Library at the candidate's expense.

E. Criteria for Consideration of Reasonable Accommodation: The following factors shall be considered in determining whether a reasonable accommodation exists for a selected candidate:

- The nature and extent of the disability of the selected candidate.
- The number of persons employed by the Library in the same or a similar position classification.
- The geographic location(s) in which work is performed.
- The nature and cost of the accommodation needed to perform the essential job functions.
- The financial resources of the Library and the governmental program.
- The impact of the accommodation upon the operation of the Library and the County.
- The interests and desires of the selected candidate and her/his expressed willingness to pay for all or part of the necessary accommodation, if the accommodation would represent an undue hardship on the library.

F. Starting Pay: Employees shall be hired at the minimum rate of the pay grade (level) for the classification whenever possible. If recruitment difficulties exist or if a potential employee possesses unusual qualifications directly related to the requirements of a position, the Library Director may authorize a salary step at any level up to the full rate of the job classification.

Section 5 Unfair Advantage Practices Prohibited: Library employees are prohibited from seeking any unfair advantage for any applicant for library employment or attempting to unduly influence any manager in the selection for library employment.

If any library employee attempts to seek any unfair advantage or attempts to unduly influence any library employee in the selection for library employment, such manager is directed to immediately report the same to the Library Director or Personnel Committee.

Alleged violations of this policy shall be investigated by the Personnel Committee and appropriate action taken.

Section 6 Nepotism

- A. Library Director and managers are prohibited from hiring a person related to them for Library employment.
- B. No person shall be employed, promoted, or transferred to any team when as a result she/he would be directly supervising or receiving direct supervision from a related person.
- C. Related persons shall mean spouse, parents, children, siblings, uncle, aunt, nephew, niece, grandparents, grandchildren, father-in-law, mother-in-law, stepchildren, stepparents, and any person sharing the employee's residence.

Section 7 Employee Retirement Benefits at 600 hours:

Under the following circumstances the State retirement plan and optional employee paid life insurance coverage must be offered to employees:

- A. Persons who are expected to work 600 hours or more for at least 1 year. (One year is 365 consecutive days from date of hire.)
- B. If the library determines on the date of hire a person will be employed for less than a year or work less than 600 hours, the library is not to provide Wisconsin Retirement System (WRS) coverage for that person. If however, one year later that person has actually worked more than 600 hours and is still employed, she/he must be brought under WRS coverage. This determination on whether an employee has worked 600 hours over a one year period must be made by the Library each day after completion of one year of employment so long as the employee remains employed, or is re-employed, and was not previously determined to be a participant for WRS.

EXAMPLE - An employee is hired on March 12, 2004, and the library determines then that this person will work less than 600 hours over the next year. On March 11, 2005 the library must review the actual hours worked from March 12, 2004 to March 11, 2005. Assume that the employee actually worked 605 hours during this period of time. The library must then enroll this person in WRS effective March 12, 2005, as this person exceeded the 600 hour requirement.

Enrollment is required even if the employment was terminated during the year, provided the person again was employed and met the 600 hour requirement.

Section 8 Initial Employment Period: Unless otherwise specified by the Personnel Committee, and the labor agreement/personnel policy covering their positions new and promoted employees shall serve a one (1) year initial employment period. During this time, employees will have an opportunity to get acquainted with their new jobs, fellow employees and Library procedures. Likewise, supervisors will be observing new employees to determine aptitude for the work, how conscientiously they carry through the work assigned, their attitude toward co-workers, their record of punctuality and attendance and all other areas of job performance.

Supervisors will inform employees of their progress on the job and will review Library policies and practices during the initial employment period. If an employee's job performance is not satisfactory during this period, her/his employment may be terminated.

Probationary Periods: Unless otherwise specified by the Library Personnel Committee and the labor agreement/personnel policy covering their position, employees shall serve a one (1) year probationary period under the following circumstances: promotion, transfer, demotion. Employees who are reassigned due to bumping procedures as outlined in the labor agreement are not required to serve a probationary period.

Section 9 Reduction in Force: In the event of a reduction in force caused by budget limitations or program changes, layoffs will be determined by the Library Director on the basis of ability, skill, and experience.

Section 10 Transfer of Benefits: Regular employees transferring from a County department to the Library who are covered by the County Personnel Policies shall be given credit for length of employment in the first department as it relates to all benefits except as length of service applies to seniority. Employees who are promoted or transferred serve a new probationary period. Employees who replace an employee through the Union layoff procedures do not serve a new probationary period.

Section 11 Standards for Evaluating Driving Record: During the recruitment process, the following standards have been used for evaluating driving records:

Standards for Evaluating Driving Record

	WITHIN 12 MONTHS OR LESS	WITHIN 13 TO 36 MONTHS	WITHIN 37 TO 60 MONTHS
Excellent		Clear driving record	
Good- no more than:			One accident or moving violation
Acceptable -no more than:	One accident or moving violation and no other violation in five years	One accident or moving violation	Two accidents or moving violations
Marginal- no more than:	One accident or moving violation plus other accidents or violations in five years	Two accidents or moving violations	Three accidents or moving violations OR One major or statutory violation (OWI/Reckless Driving/Hit and Run/Homicide/ Fleeing/ Suspension) AND no other accidents or violations
*Unacceptable	Two accidents or moving violations -OR- One major or statutory violation (OWI/Reckless Driving/Hit and Run/Fleeing/ Homicide/Suspension)	Three accidents or violations -OR- One major or statutory violation (OWI/Reckless Driving/Hit and Run/Fleeing/ Homicide/ Suspension)	More than three accidents or moving violations

***Applicant whose license has been suspended or revoked must have a one-year violation-free record to receive consideration.**