



Administrative Manual of Operating Procedures

Procedure #: 02.04.03	Procedure Title: Hiring for a Vacant Position		Revision #: 1.1
Original Issue Date: 11/5/2019	Revised Issue Date: N/A	Next Review Date: 11/5/2020	Responsible Department: Human Resources
Statutory References: Wis. Stat. Ch. 63		Ordinance References: MCO Appendix A	
Appendices: Appendix B - LMS Training PowerPoint Appendix C - 02.04.03 Flowchart		Forms: Form 02.04.03(a) Personnel Action Form Form 02.04.03(b) Background Applicant Consent and Disclosure Form Form 02.04.03(c) Background Information Disclosure Form Form 02.04.03(d) Milwaukee County Collection Site Intake Form	

1. OBJECTIVE

To document Milwaukee County’s procedure regarding filling a vacant position and is defined as follows:

- A newly created position approved by the County Board.
- A vacancy that has occurred due to turnover.

2. DEFINITIONS

- Abolish. Elimination of a position, i.e. headcount, from Position Control, and the budget position listing.
- Applicant Tracking System (ATS). Milwaukee County’s on-line database for posting and recruitment of job openings.
- Background Information Disclosure Form (BID). A Milwaukee County form that is completed by a job applicant granting permission to conduct a background check for employment purposes.
- Candidate qualifiers. A list of questions and/or statements created by the Recruitment Analyst and Hiring Manager designed to gather information about the experience and educational background of applicants applying for positions. The responses are used to score applicants. .
- Certification List. The certified list of applicants who have applied for and been certified by the recruitment analyst as qualified for the classified job opening. Certification is valid for 12 months barring any changes to the JEQ.
- Classified. All positions in the Milwaukee County service, except those expressly mentioned in Wis. Stats. § 63.03(2)(3) and amendments thereto as exempt from the operation of this act.
- Compensation (Comp). The division of Human Resources that is responsible for developing, managing and administering competitive, equitable, market-appropriate, and innovative compensation programs designed to attract, engage, and retain employees within the parameters established by Milwaukee County Government.
- Competitive. Requires all eligible candidates (those who meet the minimum qualifications) to be scored. Competitive recruitment requires a systematic scoring process.
- Create. Addition of a position to headcount. Hiring Manager creates JEQ with feedback from HR Business Partner as needed. . Personnel Committee and Finance Committee will approve grade and financial impacts separately. County Board approval required.
- Hiring Manager (HM). Any County leader who is responsible for filling County openings, whether they are being filled internally (transfer or promotion) or by new hires.

- K. Human Resources Business Partner (HRBP). Responsible for performing HR-related duties on a professional level and partnering with departmental management to support designated County organizations.
- L. Human Resources Management Assistant (MA). The staff member who is paired with/works with the HR partner to provide a wide range of HR administrative services to the County's departments/divisions to which they are assigned.
- M. Job Evaluation Questionnaire (JEQ). A written statement developed by the department that is based on the findings of a job review that generally includes job title, duties, purpose, responsibilities, scope, and qualifications of a County job, and the name or designation of the person to whom the employee reports.
- N. Job Requisition (Job Req). The request to fill an opening that the Hiring Manager submits in the County's ATS after the position has been approved and funded.
- O. New Employee Orientation (NEO). A centralized, day-long briefing that all new employees (except those hired into seasonal positions) attend on their first day of work.
- P. Personnel Action Form (PAF). A standardized, electronic form used by HR to change an individual's employment status, such as hiring, promoting, or moving into a new position.
- Q. Pre-Employment Unit (PEU). The group of HR employees responsible for all activities related to people who have accepted job offers at Milwaukee County. This includes pre-employment testing, background screens, and new employee orientation.
- R. Ratings. A numerical score assigned to each eligible candidate. This score is based on a candidate's responses to questions posed during the application process. Supportive data from the candidate's resume is also utilized in this process.
- S. Rating Form. A list of questions that are assigned a point value and is used to rate candidates.
- T. Reallocation. A change in the pay range for a position due to a change in external market forces. It must be approved by the County Board.
- U. Reclassification. A change in pay range and/or title for a position due to a change in duties assigned to the position. It must be shared with the County Board for informational purposes only. It can be processed administratively.
- V. Recruitment Analyst (RA). A staff member in HR's Talent and Acquisition division who is responsible for working with Hiring Managers to advertise and fill job openings.
- W. Unclassified. All positions in the Milwaukee County service expressly mentioned in Wis. Stat. § 63.03(2)(3) and amendments thereto as exempt from the operation of said act. Unclassified employees do not have the same statutory protections as classified employees.

3. PROCEDURE

- A. Recruitment Creation:
 - i. When the determination is made to fill a vacant position, the Hiring Manager contacts the HR Business Partner. The remainder of this procedure is mandatory for classified positions. For unclassified vacant positions, consult with your HR Business Partner for best practices.
 - ii. The HR Business Partner emails Compensation requesting the JEQ for recruitment purposes. If a current JEQ exists, Compensation sends a copy of the JEQ via email to the HR Business Partner. The HR Business Partner reviews the JEQ with the Hiring Manager. If there is not a current JEQ on record, Compensation will alert the HR Business Partner. The HR Business Partner will then inform the Hiring Manager. The Hiring Manager is responsible for creating the new JEQ with feedback from the HR Business Partner as needed.

- iii. If there are no significant JEQ changes, Compensation will forward the JEQ via email to the Recruitment Analyst, copying the Hiring Manager and the HR Business Partner.
 - iv. The following are considered if there are changes to the JEQ:
 - a. Significant JEQ Changes – If significant changes are made, an updated JEQ is completed and forwarded to Compensation for review. Compensation will determine if compensation changes are needed based on a market analysis. Some position changes require County Board approval prior to recruitment ([reallocation](#) or [create](#)). After approval, Compensation will forward the JEQ to the HR Business Partner, Hiring Manager, and Recruitment Analyst for recruiting. Examples of significant changes are a change in minimum qualifications or change in job duties. Compensation can help with determining significant JEQ changes.
 - b. Minor JEQ Changes – The Hiring Manager works with the HR Business Partner to make minor changes to the JEQ and forwards finalized version to Compensation. Compensation reviews, approves, and forwards to the HR Business Partner, Hiring Manager, and Recruitment Analyst to proceed with recruiting. An example of a minor JEQ change is changing “and” to “or” in work experience. Compensation can help with determining significant JEQ changes.
 - v. The HR Business Partner sends the Hiring Manager an email with information on how to submit a requisition request and general information about the posting process. This serves as the formal notification that the hiring process has started.
 - vi. The Hiring Manager submits a [requisition](#) request through the [ATS](#).
- B. Recruitment:
- i. The assigned Recruitment Analyst confirms receipt of the requisition request and JEQ and sends an email to the HR Business Partner and Hiring Manager for acknowledgment.
 - ii. The Recruitment Analyst contacts the Hiring Manager to discuss the recruitment strategy, [candidate qualifiers](#), rating form, and announcement to ensure a qualified candidate pool. The Recruitment Analyst copies the HR Business Partner.
 - iii. The Recruitment Analyst sends the final version of the recruitment strategy, candidate qualifiers, rating form, and announcement to the Hiring Manager for approval via email, copying the HR Business Partner.
 - iv. The Hiring Manager emails approval of the final version of documents to the Recruitment Analyst for posting.
 - v. The Recruitment Analyst posts job per the recruitment plan and emails the Hiring Manager and HR Business Partner when the position is posted.
 - vi. After the job posting closes, the Recruitment Analyst emails the Hiring Manager and HR Business Partner to discuss the number of applicants and the anticipated timeline of delivery for the certification list.
- C. Selection:

- i. The Recruitment Analyst screens candidate applications, schedules and administers any tests (if required), and develops a list of the eligible applicants. The Recruitment Analyst will identify all candidates whose responses rank within the top 10 scores.
- ii. The Recruitment Analyst emails the [certification list](#) to the Hiring Manager, HR Business Partner, and HR Management Assistant. The Recruitment Analyst will follow-up with the Hiring Manager in 30-60-90-day intervals to check the status of the hiring process.
- iii. The HR Management Assistant reviews the certification list to identify any probationary, current or former County employees, provides additional information, if any, on those candidates, to the Hiring Manager and emails final list to the Hiring Manager with a copy to the HR Business Partner.
- iv. The Hiring Manager conducts phone screens with selected candidates to review work history and qualifications. If a suitable candidate is not found, the Hiring Manager consults with the Recruitment Analyst about re-posting the job.
- v. The Hiring Manager schedules the interview panel and candidates for in-person interviews. The Hiring Manager works with their HR Business Partner to finalize interview questions and evaluation criteria. The Hiring Manager, along with selected staff who make up the panel, conducts interviews and selects a final candidate. If there are no suitable candidates, the Hiring Manager consults with their HR Business Partner and Recruitment Analyst about re-posting the job.
- vi. The Hiring Manager conducts reference checks, considering the following:
 - a. For external candidates, before or after the job offer is extended, the manager shall conduct reference checks with previous employers.
 - b. For internal candidates, before the job offer is extended, Hiring Managers may work with the HR Business Partner to obtain the candidate's most recent performance evaluation. The Hiring Manager may also speak with the candidate's supervisor.
- vii. The Hiring Manager emails their HR Business Partner and HR Management Assistant the final candidate choice.
- viii. The Hiring Manager and their HR Business Partner work with Compensation to develop a job offer recommendation, considering administrative guidelines and internal and external equity.
- ix. The Hiring Manager verbally extends a job offer to the final candidate and reports back to the HR Business Partner on acceptance or rejection of the offer. If the offer is accepted, the HR Management Assistant generates a job offer letter in the ATS to confirm the verbal offer. The candidate is sent a job offer letter via the ATS, which is also routed to the HR Employment Assistant, who handles the pre-employment phase of onboarding.
- x. The candidate accepts his/her job offer letter in the ATS and the acceptance goes to the HR Employment Assistant. If the job offer is rejected, a notification is sent through the ATS to the Hiring Manager and the HR Employment Assistant. The Hiring Manager offers the position to the next qualified candidate. If there are no other qualified candidates, the Hiring Manager

consults with the Recruitment Analyst about re-posting the job or obtaining additional candidates for review. The HR Management Assistant dispositions the candidate in the ATS to show the offer was rejected.

- xi. The [PEU](#) sends the candidate the new hire email which depending on the position, may also include a Milwaukee County Collection Site Intake Form and [BID](#) Forms.
- xii. The candidate follows instructions on the Milwaukee County Collection Site Intake Form related to drug/physical tests and submits the BID form to PEU for a background check. The PEU conducts a background check for all new hires, including seasonal hires.
- xiii. Based on the results of the health screens and background checks, the PEU provides a hiring recommendation to the HR Business Partner and HR Management Assistant. Issues that arise as a result of a positive drug screen or an incident in a background check are discussed with the Hiring Manager. If a decision is made to not hire a candidate based on the drug screen or background check, the Hiring Manager notifies the candidate. If a decision is made to continue to hire the candidate, PEU provides BIF form information to the HR Management Assistant for use in completing the PAF.
- xiv. The HR Management Assistant submits a PAF to Compensation no later than noon on the Wednesday prior to the bi-weekly Monday [NEO](#), sending the NEO invitation to the candidate via email, and hiring the employee in ATS. If an internal candidate is chosen, the HR Management Assistant prepares a PAF to change his/her status in the Payroll system (but no NEO date is assigned).
- xv. The Hiring Manager dispositions candidates in ATS to close the posting and trigger electronic notifications to candidates regarding the status of their application. As a courtesy, the Hiring Manager may want to reach out to internal candidates who applied but were not chosen to inform them of the status of their application.

4. REVISION HISTORY:

Rev. #	Summary of Changes	Date of Change	Author
1	<ul style="list-style-type: none"> • New procedure. 	11/5/2019	Genaro Baez Angela Nixon
1.1	<ul style="list-style-type: none"> • Revised during public comment period 	12/6/2019	Una Stojisavljevic