

PERSONNEL PROCEDURES 91-2

SUBJECT: New Employee Hiring and Orientation

PURPOSE: To establish standardized procedures for the hiring and orientation of full-time regular employees for the City of Clarksville.

APPLICABILITY: All City of Clarksville Departments

REFERENCES: Chapter 13, Sec. 1-1303, Sec. 1-1304, Sec. 1-1305, Sec. 1-1306, Sec. 1-1307 and Sec 1-1313 of the Clarksville City Code.

1. Employee Classification

Employee classification and job descriptions have been established for all positions within the City. No applicants will be considered for a position with the City unless they meet the qualifications set out in the essential functions and job analysis of the position for which they have applied.

2. New Positions

When creating a new job within a department, the Department Head will complete the "Job Description and Evaluation Request" Appendix A, the "Job Information Questionnaire" Appendix B, and the Essential Function and Job Analysis form at Appendix C, and submit all completed forms to the Human Resources Department. No newly created position may be filled before proper classification is defined.

Upon receipt of the documents, Appendix A, B, and C, the Human Resources Department will prepare a job description in conjunction with the Department Head.

Upon completion of the job description and proper classification the Human Resources Department will (a) coordinate with the Department Head and the appropriate finance office to determine if funds have been appropriated, (b) forward the documents to the Mayor for approval.

When a new position is established or a vacant position is filled, the department head will consider whether the position can be filled with a temporary or part-time employee. Every effort will be made to utilize temporary or part-time employees.

3. The Selection Process

All new or vacant positions will be filled by the selection of only fully qualified applicants, regardless of race, color, gender, religion, national origin, age or disability, who meet the job related criteria of the job description.

New or vacant positions will be advertised internally for a period of five (5) working days. If the Department Head wants to also have the position concurrently posted at Job Services, he or she will notify the Human Resources department when he or she requests the internal posting. The Human Resources Department will prepare the job announcement and distributes to city departments for posting on department bulletin boards. City employees who have completed six (6) full months or full-time equivalent (1040 hours) are eligible to apply for any posted position for which they are qualified. Applications will be submitted to the Human Resources Department using the "blue form" application process.

Applications for vacant positions will then be forwarded to the department for consideration. Department heads may, after review of the applications or interviews, select a city applicant for the position or may request additional applications from the Human Resources Department. Use of the First Interview Evaluation Form, Interview Documentation Form, and the consolidated Interview Score Sheet are encouraged when conducting interviews for technical and/or supervisory positions - See Appendix F, G, and H.

If no internal applicants are selected, and upon request from the department head, the Human Resources Department will obtain additional applications from Job Services of Tennessee. The Clarksville office of Job Services of Tennessee has copies of all City job descriptions, pay tables and job placement tables. When an order is placed by the Human Resources Department to Job Services of Tennessee, that office will compare the job related requirements of the job description to the applicants' qualifications on file. Those applicants will complete City of Clarksville application forms. The Human Resources Department will coordinate with the Department Head to schedule the applicants for interview. Use of the First Interview Evaluation Form, Interview Documentation Form, and the consolidated Interview Score Sheet are encouraged when conducting interviews for technical and/or supervisory positions. Final selection must be based on objective criteria related to the applicant's ability to perform the essential elements of the job. If none of the candidates interviewed meets the job-related criteria, the Human Resources Department will direct the Job Services office to repeat the process until a qualified candidate is selected.

In the event that the Department Head chooses not to hire a candidate who Job Services has determined to meet all the essential requirements of the job based on the job description, the Human Resources Department will be informed of the reason the decision was made to reject the otherwise qualified candidate. This is done in order that the Job Services screening process can be refined.

4. The Hiring Process

When the applicant for employment has been chosen, the department will complete the "Personnel Change Request" form Appendix D, attach the application and forward the documents to the Human Resources Department. The Human Resources Department will coordinate the conditional employment assessment (physical examination) with the Human Resources Benefits Administrator and the background investigation with the Clarksville Police Department or with local Investigative Services as applicable. Departments may also require additional evaluations such as psychological assessments, written examinations or job related physical agility tests. Upon satisfactory completion of required tests and evaluations, the Human Resources Director will verify the grade and salary and forward the appropriate document to the Mayor for final approval.

5. The Employment Process

Upon completion of the process outlined in paragraph 4 above, the effective date of appointment can be determined. This date, where possible, should coincide with the start of the next pay period.

The new employee will then be scheduled for in processing and opening the employee's file. This process will cover all items listed on the Employee Orientation checklist, Appendix E. The employee must have two items of identification in order to complete the Department of Homeland Security I-9 form.

The employee will then be directed to the Benefits Administrator for processing of insurance forms and orientation on City insurance programs, and then to the appropriate Payroll Clerk for completion of payroll data.

The employee will then be directed to the department for completion of the department and supervisor orientation.

The completed employee orientation checklist will then be returned to the Human Resources Department and will become part of the employee's permanent personnel file.

6. Intra-City or Interdepartmental Transfers

An employee can only transfer at his/her request one (1) time during a six-month period. Unless the employee applicant has been in his/her present position for at least six months, the Human Resources department will not accept their application for transfer. For any highly qualified employees, a request for exception to the six month rule to apply can be submitted in writing by the Department Head that must be approved through the HR Director and by the Mayor.

Temporary, part-time, or seasonal employees will not be permitted to submit applications for transfer on the blue form application. This process will be reserved only for regular, full-time employees. Temporary, part-time or seasonal employees who wish to be considered for regular, full-time positions must register at Job Services of Tennessee, and will be considered for employment in competition with other applicants for full-time positions.

If the applicant will be transferring from another department, the gaining department will need to complete a "Personnel Change Request". If the applicant is from the same department moving into a new position, a "Personnel Change Request" form will need to be completed.

OFFICIAL DOCUMENT
APPROVED BY CITY COUNCIL JUNE 6, 1991
EFFECTIVE DATE: JULY 1, 1991
REVISED: APRIL 24, 2008

WILLIAM MCNUTT, HUMAN RESOURCES DIRECTOR

Appendix A
CITY OF CLARKSVILLE
JOB DESCRIPTION AND EVALUATION REQUEST

TYPE ACTION REQUESTED:

Job Description Changed Job Duties Other
 New Job Job Re-evaluation

Explain request in detail and provide justification for action requested:

Requested by: _____

Department Head: _____

Date: _____

Results:

Human Resources Director: _____

Date: _____

Appendix B

The following should be included in a job description to be able to empirically rank the functions:

Job Description Worksheet

Job Title: _____

Department: _____

Reports to: _____

A. PURPOSE OF JOB: A two or three sentence description of the major purposes or results of the job:

B. DUTIES AND RESPONSIBILITIES: Describe in detail typical duties and responsibilities involved in doing the work. Try to list these in some order of importance, with the most important being first. Be sure to include supervisory duties where applicable, e.g., planning, scheduling, assigning and reviewing tasks, preparing manpower and expense budgets, counseling employees, etc.

C. Describe briefly any duties performed occasionally (not listed above) or by special assignment such as weekly or monthly:

D. Describe the nature and extent of supervision or guidance this job receives from the supervisor. Example "receives only general instruction, or receives specific assignments". Be as specific as possible.

E. KNOWLEDGE AND SKILL REQUIREMENTS:

1. What is the minimum formal education necessary to perform the duties and responsibilities of the job?

2. What is the minimum amount and type of experience necessary for a new person to perform the job duties properly?

3. How long would it take to train a person with the above qualifications to perform the duties of the job satisfactory?

4. Is there any special knowledge and training required to perform this job? (Codes, regulations, rules, etc.)

5. Are there any certificates or licenses required in order to perform the assigned duties and responsibilities? (List them):

F. SCOPE OF CONTACTS:

1. What work related contacts does this job have with people, companies, organizations outside City operations? What is frequency and purpose?

2. What work related contacts does this job have with people inside City operations? What is the purpose and frequency of these contacts?

G. WORKING RELATIONSHIPS (ORGANIZATIONAL)

1. From whom does this position receive work assignments?

2. To whom does the person in this job give or report the complete work?

3. Can any other jobs be identified that perform similar work?

4. Describe anything else of significance which is important to this job and has not been covered elsewhere and makes this job different from others (for example, special assignments, committees, or other duties not stated before):

H. WORKING CONDITIONS

1. Describe the type and effect of errors or mistakes that may be associated with this job. (Please note those which are considered likely versus those which can be considered extreme):

2. Describe any potential hazards or dangers that may be encountered in performing the usual responsibilities of this job. (Note likely versus extreme.)

3. Describe the general physical conditions or work environment associated with performing the job duties and responsibilities:

COMPLETE THE FOLLOWING SECTION ONLY IF THIS POSITION SUPERVISES OR DIRECTS THE WORK OF OTHERS:

1. SUPERVISORY RELATIONS: How many jobs report directly to this position?

in Job Type of Job Does this job being described recommend employment action

<u># in Job</u>	<u>Type of Job</u>	<u>Does this job being described recommend employment action</u>

Total number of people directly supervises: _____

2. To what extent does this job control costs or expenditures for materials, equipment, supplies, etc.? (Note whether recommends, review only, final approval, etc.)

3. What is the responsibility, if any, for creating, interpreting, and/or enforcing policy within the department or work unit?

4. To what extent is this job involved in decisions affecting the subordinates regarding pay, hiring, or termination?

**Appendix C
City of Clarksville
Essential Function and Job Analysis Form**

Job Title	Date
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Short Description	EF CODE
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Physical Requirements Maximum Hours/Day	0	2	4	6	8	Physical Requirements Maximum Hours/Day	0	2	4	6	8
Heavy carrying – 45 lbs +	<input type="checkbox"/>	Heavy lifting – 45 lbs +	<input type="checkbox"/>								
Moderate carrying – 15-44 lbs	<input type="checkbox"/>	Moderate lifting – 15-44 lbs	<input type="checkbox"/>								
Carrying – under 15 lbs	<input type="checkbox"/>	Lifting under 15 lbs	<input type="checkbox"/>								
Straight pulling of objects	<input type="checkbox"/>	Standing	<input type="checkbox"/>								
Pulling hand over hand	<input type="checkbox"/>	Sitting	<input type="checkbox"/>								
Repeated bending / Stooping	<input type="checkbox"/>	Crawling / kneeling	<input type="checkbox"/>								
Reaching above shoulder	<input type="checkbox"/>	Kneeling	<input type="checkbox"/>								
Grasping – one hand	<input type="checkbox"/>	Climbing stairs/ladder	<input type="checkbox"/>								
Grasping – both hands	<input type="checkbox"/>	Pushing	<input type="checkbox"/>								
Walking	<input type="checkbox"/>	Other:	<input type="checkbox"/>								

Environment Requirements	Remarks / Adaptations
Outdoors - all seasons	<input type="checkbox"/>
Exposure to dust / fumes	<input type="checkbox"/>
Exposure to heat / cold	<input type="checkbox"/>
Exposure to water	<input type="checkbox"/>
Exposure to noise	<input type="checkbox"/>
Exposure to vibration	<input type="checkbox"/>
	<input type="checkbox"/>

Cognitive Skills	Remarks / Adaptations
Advanced math skills	<input type="checkbox"/>
Basic math skills	<input type="checkbox"/>
Problem solving / Reasoning	<input type="checkbox"/>
Reading technical documents	<input type="checkbox"/>
Reading – newspaper level	<input type="checkbox"/>
Special language skills	<input type="checkbox"/>
Interpersonal speaking	<input type="checkbox"/>
Public speaking	<input type="checkbox"/>
Independent work	<input type="checkbox"/>
Ability to supervise others	<input type="checkbox"/>
Ability to work with others	<input type="checkbox"/>
Ability to drive (non-CDL)	<input type="checkbox"/>
Ability to drive (CDL)	<input type="checkbox"/>
Use of firearm	<input type="checkbox"/>
Use of power tools	<input type="checkbox"/>
Ability to see objects	<input type="checkbox"/>
Ability to hear speech	<input type="checkbox"/>

Comments:

Appendix D
CITY OF CLARKSVILLE PERSONNEL CHANGE REQUEST

SECTION I: EMPLOYEE/POSITION DATA

EMPLOYEE NAME: _____ SS # _____

ADDRESS: _____

DEPARTMENT: _____

POSITION TITLE: _____

GRADE AND TITLE: _____

IS THIS POSITION COVERED UNDER DOT REGS: YES NO

=====

SECTION II: NEW HIRE

APPOINTMENT REGULAR TEMPORARY PART TIME

SALARY: \$ _____ PER _____

OFFER OF EMPLOYMENT IS CONTINGENT ON SATISFACTORY COMPLETION OF ABILITY ASSESSMENT, BACKGROUND INVESTIGATION, AND ANY OTHER EVALUATIONS AS DEEMED APPROPRIATE BY THE HIRING DEPARTMENT.

===== **SECTION III: STATUS CHANGE**

Title: From: _____ To: _____

Name: From: _____ To: _____

Salary: From: _____ To: _____

Other: _____

===== **SECTION IV: TERMINATION**

TYPE: Resignation Dismissal Death Lay-Off Retired

CATEGORY: Regular Temporary Probationary Seasonal

TCRS MEMBER: YES NO

ANNUAL LEAVE TIME DUE: HRS: _____ AMOUNT \$ _____

COMMENTS: _____

DEPARTMENT HEAD _____

MAYOR _____

HUMAN RESOURCES DIRECTOR _____

SIGNATURE CERTIFIES AVAILABILITY OF FUNDS,
COMMISSONER OF FINANCE/
GWS COMPROLLER/CHIEF ACCOUNTANT
TRANSPORTATION

EFFECTIVE DATE _____

Appendix E

Employee Orientation Checklist

Name: _____ Department: _____

Date: _____ Hire Date: _____

HUMAN RESOURCES DEPARTMENT SECTIONS 1-3
SECTION 1 – PERSONNEL ORIENTATION

INITIALS

1. Issue and explain provisions of employee handbook.
Employee must sign document and keep a copy. _____
2. Review job description. One copy to employee,
signed copy to personnel file. _____
3. Prepare I-9 form. _____
4. Prepare City Identification Card. _____
5. Explain retirement plan and sign employee up for
retirement. _____
6. Explain probationary employment. _____
7. Issue employee identification number for records and
personnel file. _____

SECTION II – BENEFITS ADMINISTRATOR/SAFETY ORIENTATION

1. Explain medical & pharmacy benefits
and provide materials for enrollment _____
2. Explain dental benefits and provide materials
for enrollment _____
3. Explain life insurance plan and provide
materials for enrollment _____
4. Explain Long Term Disability _____
5. Explain Employee Assistance Program _____

SECTION III – PAYROLL ORIENTATION

- 1. Fill out W-4 form. _____
- 2. Explain and offer available programs such as credit unions, deferred compensation, direct deposits, etc. _____
- 3. Pay Procedure (When paid) _____

SECTION IV – SAFETY ORIENTATION

- 1. Explain alcohol and drug testing program _____
- 2. Explain employee safety requirements, depending on nature of the job. _____

SECTION IV – DEPARTMENT HEAD ORIENTATION

- 1. Review job and duties, stress job's importance and how it fits in with other jobs within the Department and the city as a whole. _____
- 2. Give assurance that employee will learn quickly, recognize that there is much to learn; and supervisors will assist. _____
- 3. Stress importance of supervisor in all relationships, as instructor and representative in management _____
- 4. Questions resolved. Explain importance of asking questions as a part of learning and insure questions will be answered. _____
- 5. Introduce supervisor. _____

SECTION V – SUPERVISOR SAFETY ORIENTATION (DAY OF ARRIVAL)

- 1. Explain to the employee why they are receiving this safety orientation and discuss your own safety philosophy. _____
- 2. Discuss why it is important to report all accidents to a supervisor. _____

3. Give the employee a “safety tour” of the facility highlighting the following areas: fire exits, location of fire extinguishers, location of Material Safety Data Sheet file, flammable storage area, hazardous Chemical storage area, and the location of the Emergency eye wash stations. _____
4. Discuss the Employee Safety Manual with the employee and clarify any questionable areas. _____
5. Explain how the employee can obtain treatment for injuries and the location of treatment facilities. _____
6. Explain what potential hazards the employee may face in their new job, and discuss what established policies the employee must follow. _____
7. Explain what to do in the event of an emergency. Stress the location of emergency exits, evacuation Routes, and any other specific procedure. _____
8. Explain the function of the Safety and Accident Advisory Committee. Introduce the employee to their representative. _____
9. Explain safe working procedures within the new employee’s work section. Emphasize proper lifting techniques, good housekeeping, and why horseplay in the work area will not be tolerated. _____
10. Explain the city vehicle safety policy, emphasize employee responsibility when operating city vehicles, and mandatory use of seat belts. Highlight necessary topics listed in Section 9 of the Employee Safety Manual. _____
11. Explain the Hazard Communication Standard, as it pertains to the new employee. Discuss each topic in Section 11, and Appendix B of the Employee Safety Manual. _____
12. Explain what procedures are to be followed in the event of a hazardous spill. Refer to Section 13, of the Employee Safety Manual. _____
13. Review personnel safety equipment requirements IAW Personnel Procedure 92-3 (Safety Equipment Use Procedures). _____

SECTION VI – SUPERVISOR ORIENTATION (DAY OF ARRIVAL)

1. Give tour of facilities within work area (rest room, locker, where to park, etc.) and show employee their work station. _____
2. Introduce fellow workers. _____
3. Explain hours of work; starting/quitting time, meal and rest breaks, overtime (as applicable), and department call in procedures _____
4. Briefly explain department policies and procedures and where copy of department and personnel rules are located. _____
5. Explain departmental safety procedures. _____
6. Discuss attendance requirements and time sheets or cards. _____
7. Discuss performance evaluation procedures, during and following the probationary period. _____
8. Review job description and emphasize the importance of the job. _____
9. Questions resolved; assure that questions will be answered as important part of learning period. _____
10. Arrange for employees to take lunch with fellow employee to resolve further questions on an informal basis. _____

SIGNATURES:

Human Resources: _____

Benefits Administrator/Safety: _____

Payroll: _____

Department Head: _____

Supervisor: _____

Appendix F
The First Interview
Interview Evaluation Form

(Fill Out Immediately After Each Interview)

Name: _____ College: _____

Degree: _____ Major _____ Position Applied For _____

Appraisal of Candidate					
	Excellent	Good	Average	Below Average	Poor
General First Impression (greeting, self expression, etc.)					
Personal Appearance					
Apparent Work Ethic					
Initiative in Conversation					
Apparent Ability to Get Along with People					
Attitude					
Potential					
ASPIRATIONS - Extent to which the goals and aspirations of the applicant are consistent with available opportunity.					
TRAINING - Extent to which level of educational skills and relevant on-the-job training will enable applicant to cope with the demands of the job.					
WORK HISTORY - Extent to which the applicant's work experience applies to the performance of applicant's duties.					
MANNERS AND APPEARANCE - Extent to which the applicant is able to present and communicate his/her ideas to others.					
COOPERATION - Degree to which the applicant will be able to get along with others in the work environment. Is applicant a team player?					
RESPONSIBILITY - Extent to which applicant will exercise judgment in getting the job done, takes initiative when appropriate, and seeks assistance when required.					
SUPERVISORY EXPERIENCE – If Applicable					
OVERALL FINAL IMPRESSION					

ADDITIONAL COMMENTS

Recommended for Further Interview: YES NO

Recommended for Hire: YES NO

Date: _____ Interviewed By: _____

Legend – Point System: Poor – 1, Below Average 2, Average 3, Good 4, and Excellent 5

Appendix G
CITY OF CLARKSVILLE
INTERVIEW DOCUMENTATION FORM

Interview Date:

/ /

Position's Payroll Title and Extended Working Title: _____

Applicant Name:

SSN:

I.

1. Question:

Applicant's response:

2. Question:

Applicant's response:

3. Question:

Applicant's response:

4. Question:

Applicant's response:

5. Question:

Applicant's response:

6. Question:

Applicant's response:

7. Question:

Applicant's response:

8. Question:

Applicant's response:

9. Question:

Applicant's response:

10. Question:

Applicant's response:

11. Question:

Applicant's response:

12. Question:

Applicant's response:

13. Question:

Applicant's response:

***Each question is rated on individual basis of 1 to 5; with 5 being highest possible for each question – Total score for all questions are then added together to give overall score for each applicant on interview board performance.**

Applicant Name: _____

SSN: _____

II. COMMUNICATION SKILLS – Select the statement which best describes the applicant’s communication skills as demonstrated during the interview.

- Excellent ability to communicate ideas (*Information was presented in a logical, organized and understandable manner with appropriate word usage. Communication was effective and persuasive.*)
- Above average ability to communicate ideas (*Gave clear, concise, and understandable responses*)
- Average ability to communicate ideas (*Satisfactory ability to communicate responses*)
- Somewhat below average ability to communicate ideas. (*Gave somewhat unclear responses. Below average use of grammar and vocabulary*)
- Below average ability to communicate ideas (*Could not communicate ideas in an understandable manner. Showed improper use of **grammar and vocabulary***)

Excellent – 5 Points, Above Average 4 Points, Average 3 Points, Somewhat Below Average 2 Points, and Below Average 1 Point

PRIMARY INTERVIEWER:

do not concur

CO-INTERVIEWER (if applicable): concur

Signature

Signature

Area II on Communication skills is rated 1-5 on each applicant with 5 being highest possible score – this score is then added to overall total of board performance score from pages 1-2 to obtain the overall board performance score.

Appendix H

City of Clarksville

Consolidated Interview Scoresheet

Applicant Name: _____

Position Interviewed for: _____

Interview Date: _____

1. Interview Evaluation Form Score* _____

2. Board Performance Score (Includes Communication)** _____

Overall Total Score _____

* 15 areas on Interview Evaluation form (Max numerical score would be 75)

** 5 points maximum per question and 5 points maximum for Communication skills; on attached blank example 20 possible questions would be 100 maximum points off questions with a maximum of 5 being top for Communication Skills for total of 105 Max numerical score.

Total possible numerical score would be 180.