



City of Brunswick – Human Resources Standards of Practice

SECTION 3 EMPLOYMENT

- 3.1 Recruitment and Selection
- 3.2 Employment Categories
- 3.3 Reinstatement
- 3.4 Re-employment
- 3.5 Introductory employment period
- 3.6 Employee Training and Development, Transfers and Promotions
- 3.7 Temporary Help



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.1 Recruitment and Selection

EFFECTIVE DATE: May 1993

DATE REVISED: 6/6/02, 4/16/03; 4/6/05

STANDARD

The City of Brunswick is an Equal Opportunity Employer. All positions shall be filled by qualified individuals without regard to race, creed, color, sex, national origin, age, religion, mental or physical disability or other factors not related to job-related qualifications for the position.

Practice Guidelines

1. Requesting to fill a vacancy:

- A. To initiate recruitment for a new or vacated position, the Department Head shall forward to the Human Resources Director notification of any anticipated or current vacancies in authorized positions as provided by the classification plan and the budget.
- B. The Human Resources Director shall review the request and verify proper classification.

2. Recruiting:

- A. All recruitment, advertising and testing shall be administered by, coordinated through, or approved by the Human Resources Director.
- B. Vacant positions shall be advertised on a job announcement published by the Human Resources Department. The announcement shall be distributed internally to appropriate locations where it is to be posted immediately at work sites by the department/division manager in a prominent location for employee viewing.
- C. Department Heads may request internal and/or external recruiting.
- D. The department head may request that the vacancy first be posted within the department in order to determine whether qualified candidates exist within the department. Only employees within the department are eligible to apply during this time. Interested applicants should notify the Human Resources Department staff within the recruiting period.

- E. The department head may request that the vacancy be posted or advertised within all City departments before searching outside the organization.
- F. The department head may request that the vacancy be advertised internally and externally at the same time.
- A. Vacancies will be advertised for a period of no less than five (5) business days from the job posting publication date.

3. *Consideration of Current Employees:*

- A. Temporary and seasonal employees who are paid from the City's payroll (not the employees of a temporary agency) are considered as internal candidates.
- B. Current employees will be given first consideration for vacant positions, however the City reserves the right to select external candidates.
- C. Selected internal applicants shall normally provide at least two (2) weeks notification of intent to leave the current position.

4. *Apply by closing date or until filled:*

- A. All persons expressing interest in employment with the City will be given the opportunity to submit a completed signed official City application form and submit to the Human Resources Department on or before the established closing date.
- B. If the position is posted "open until filled", the department reserves the right to stop accepting applications anytime after the first 5 business days, begin interviewing, and make a selection recommendation.

5. *Screening Applications:*

- A. The Human Resources Department may investigate any statement contained in the application, and obtain evidence regarding the applicant's suitability for employment. The Human Resources Department may perform initial reference checks on applicants being considered for employment. The hiring department head may perform more in-depth reference checks regarding performance of applicants selected for prospective employment. All information gathered shall be forwarded to the Human Resources Department.
- B. A person may be disqualified as an applicant for reasons including but not limited to the following:

- 1) The applicant lacks any of the minimum requirements for the class or position or fails any test including but not limited to physical, psychological, psychometric, and drug screening tests or examinations;
 - 2) The applicant has been convicted of a crime or pattern of crimes of a nature which would arouse serious public doubt as to suitability to assume the responsibilities of the position;
 - 3) The applicant has made a false statement on application materials or pre-employment documents, or has omitted material information;
 - 4) The applicant has previously been dismissed from any public service for failure of personal conduct, or other similar causes;
 - 5) The applicant has failed to submit an official application correctly or by the prescribed closing date;
 - 6) The applicant has directly or indirectly obtained information concerning any required examination to which an applicant is not entitled.
- C. The Human Resources Department staff shall receive and screen all applications for employment.
- D. Following the close of the recruiting period, the Human Resources Department will refer to the hiring department applicants whose education, training, experience and other job-related qualifications are best suited for the position when compared with all applicants. Criteria for comparison are based upon minimum requirements as provided in job classification descriptions.

6. *Interviewing*

- A. The hiring department shall review applications, conduct interviews, and make selections from only those applicants referred by the Human Resources Department.
- B. The Human Resources staff will participate in the interview and selection process upon request.
- C. Standardized core interview questions shall be used to interview each candidate.
- D. Documentation of the interviews will be maintained and submitted to the Human

Resources Department at the close of the recruitment effort and when selection is completed.

7. Confidential Selection and Testing Materials and Records:

All selection and testing materials and records are confidential and are available only to those persons who have a need to know. Such materials will be secured in the Human Resources Department. Records which become outdated will be shredded so as to prevent disclosure of individual information.

8. Job Offer Procedures:

A. All hiring departments shall complete and return the following materials to the Human Resources Department:

- 1) Written notice describing reasons for selection and non-selection of all applicants that were referred.
- 2) All applications of rejected applicants.
- 3) A completed Personnel Action form, with application of successful applicant.

B. The Human Resources Department Staff will:

- 1) Receive the documents, review the selection recommendation, and ensure that the process meets established standards. Ensure that references have been checked.
- 2) Conduct Criminal History and Motor Vehicle Records, and Credit Check, as appropriate.
- 3) Forward the Personnel Action document to the City Manager along with a recommendation to approve or disapprove.
- 4) Upon successful completion of the above, extend a conditional offer of employment based on successful completion of the Physical Examination, and Pre-employment Drug Screening for safety sensitive and security sensitive positions.
- 5) Forward an Employment Offer letter to the successful applicant which contains notification of employment, listing terms of employment, position classification, salary, reporting date, location of work site, and fringe benefits. Employment is contingent upon the employee signing and returning the Employment Offer letter.

9. ***New employee orientation:*** Human Resources staff will conduct new employee orientation explaining standard employment rules, regulations, procedures, expectations, and benefits. New employees will complete necessary documents such as insurance, tax forms, and the form I-9.
10. ***Personnel File:*** Human Resources staff will create an official Personnel File containing all records pertinent to employment issues. In addition, a separate Medical/Benefits File will be create and maintained separately. (Also see the Standard for Recordkeeping.)
11. ***Conflicting employment:*** No employee shall hold any office or have employment which may conflict with the employment in a local government agency. (See also Other Employment and Conflicts of Interest.)
12. ***Employment of Immediate Family:*** No person shall be employed or assigned in a position where his/her immediate family member would supervise or affect the terms and conditions of employment. (See Definitions for “immediate family”.) This standard applies to promotion, demotion, and transfer to another department or into another line of supervision where an immediate family member would have influence over the employee’s terms and conditions of employment. This standard applies to re-employment and reinstatement, to employment of full or part-time regular, seasonal, and temporary employees. Employees are required to notify their immediate supervisor when circumstances such as these arise.
13. ***Re-employment of Retired Employees:*** No person who has retired from City employment, and who has received a lump sum payout, will be re-employed within twenty-four (24) months of retirement. Retired employees receiving a monthly payment are not restricted by this provision.



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.2 Employment Categories

EFFECTIVE DATE: May 1993

DATE REVISED: 6/5/02; 8/21/02; 4/6/05

STANDARD

Employees are categorized by the number of hours worked, the expected duration of assignment, employment, according to the Fair Labor Standards Act of 1939 as amended, and by Classified or Unclassified service.

PRACTICE GUIDELINES

1. ***Temporary Appointment:***

- A. A temporary appointment may not exceed a six (6) month period. Exceptions may be granted by the City Manager based on written recommendation from the department outlining circumstances that warrant an extension of temporary services. Such extension must be specified in writing to the Human Resources Department, not to exceed a total of twelve (12) months.
- B. A temporary appointment may be made to a regular or temporary position and may be full-time or part-time.
- C. Temporary City employees may be candidates for a regular appointment to classes for which they qualify. These individuals must compete with all other applicants for regular appointments.
- D. Temporary City employees shall receive Social Security (FICA) match and Worker's Compensation Insurance. They shall not receive other fringe benefits such as vacation, sick leave, holidays, retirement, and health insurance.

2. ***Seasonal Appointment:***

- A. An individual may be appointed to a seasonal position not to exceed ten (10) months. A seasonal position may be established for the performance of work during a peak workload period recurring at approximately the same time each year.

- B. Seasonal appointments may be full-time or part-time.
 - C. Seasonal employees are eligible for regular appointment to classes for which they qualify. These individuals must compete with all other applicants for regular appointments.
 - D. Seasonal employees shall receive Social Security (FICA) match, Worker's Compensation Insurance, holidays which occur during the assigned work period, and shall be eligible for the Employee Assistance Program. They shall not receive other fringe benefits such as vacation, sick leave, retirement, and health insurance.
3. ***Trainee Appointment:***
- A. A trainee appointment may be made, where applicable, to a regular position in any class for which on-the-job training and/or formal education would qualify an individual for regular appointment.
 - B. An employee may not remain as a trainee appointment beyond the time when the education and experience requirements for the class are met. After the employee has successfully completed all education and experience requirements, regular status in the position shall be given. Trainee appointments will not exceed twelve (12) months. If the period of trainee appointment equals or exceeds the 12-month training period, regular status must be given immediately or the trainee shall be separated from employment. The 12-month period shall also be considered the introductory employment period.
 - C. The terms and conditions of trainee appointments shall be documented in a memorandum to the employee outlining the length of time allowed to become fully qualified.
4. ***Regular Appointment:*** Regular appointments are made to non-seasonal, non-temporary positions. Appointments may be full-time or part-time.
5. ***Emergency Appointment:*** When an emergency exists, and in order to prevent stoppage of public service, loss, or inconvenience to the public, emergency appointments may be made for a period not to exceed 30 calendar days. Emergency appointments shall be made by the City Manager.
6. ***Exempt Status:*** Exempt employees are those who are exempt from the overtime provisions of the Fair Labor Standards Act of 1939 as amended. These employees (executive, administrative, professional, and elected officials) do not receive overtime pay. They rarely receive less than their weekly salary if any work has been performed during the work week.

Deductions from pay of exempt employees should not occur unless authorized by the Human Resources Director in accordance with the Fair Labor Standards Act.

7. ***Nonexempt Status:*** Non-exempt employees are those who are entitled to overtime pay and minimum wage under the specific provisions of the Fair Labor Standards Act of 1939, as amended. These employees receive overtime pay for overtime work in accordance with established standards and state and federal regulations.
8. ***Unclassified Status:*** Unclassified Services shall include the following:
 - A. All elected officials
 - B. City Manager
 - C. Municipal Court Judge
 - D. City Attorney
 - E. City Clerk
 - F. Temporary and Seasonal employees

Unclassified Service means that these employees work at the will of the electing or appointing authority. Unclassified individuals have no expectation of a pre-dismissal hearing, evidentiary hearing, grievance, or appeal rights.

9. ***Classified Status:*** Classified services shall include all other positions which are not considered Unclassified.



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.3 Reinstatement

EFFECTIVE DATE: July 11, 2001

DATE REVISED: 8/21/02, rev. 4/16/03

STANDARD

A regular employee who resigns while in good standing or who is dismissed because of reduction in force may be reinstated within one (1) year of the date of separation with the approval of the City Manager. An employee who has retired may not be reinstated.

PRACTICE GUIDELINES

1. Reinstatement after a reduction in force will be automatic.
2. Reinstatement for voluntary separations will be discretionary and will include consideration of documented past performance.
3. An employee may be reinstated to the same or different department or position.
4. An employee who enters extended active duty with the Armed Forces of the United States, or as a member of a Reserve component of the Armed Forces will be granted reinstatement rights commensurate with federal law.
5. An employee who is reinstated will be credited with previous years of service, previous vacation leave accrual rate, previous sick leave balance (if any), will be covered by group medical insurance without regard to a waiting period (in accordance with the Group Health Plan Document), and receive all other standard benefits and opportunities for advancement. (Pre-existing conditions will be treated in accordance with group health plan summary documents.)
6. Before being reinstated, the individual must meet the current minimum qualifications for the class to which appointed.
7. A reinstated employee will be required to serve a introductory employment period if reinstated to a job class different from the position previously held.

3.3-1 (rev.4/16/03)



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.4 Re-employment

EFFECTIVE DATE: 6/5/02

DATE REVISED: rev. 4/16/03

STANDARD

A former employee who is re-hired more than 12 months after the date of separation will be considered to be re-employed.

PRACTICE GUIDELINES

1. An individual who is re-employed will not be credited with prior years of service for the purpose of sick and vacation leave accrual only.
2. Re-employed persons may receive credit for their previous employment years if they remain employed for a period of no less than five consecutive years. It is the employee's obligation to notify the Human Resources Department when the five-year requirement has been met. These benefits become effective at the 5-year point and continue from that date forward. These benefits are not retroactive.
3. An employee who has retired from City employment, and who has taken a lump sum retirement payout, may not be rehired within twenty-four (24) months after retiring from the City. Retired employees receiving a monthly payment are not restricted by this provision.



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.5 Introductory employment period

EFFECTIVE DATE: May 1993

DATE REVISED: 6/5/02; 8/21/02; 2/18/04; 4/6/05

STANDARD

As a final part of the selection process, the introductory employment period provides time for effective adjustment of new, promoted, or transferred employees or elimination of those whose performance does not meet acceptable standards.

PRACTICE GUIDELINES

1. For positions in public safety requiring state certification, the performance introductory employment period is 12 months. For all other positions, it is 6 months.
2. An employee appointed initially or who has been re-employed, promoted, transferred, or demoted will serve an introductory employment period. Newly hired employees and re-employed persons may not use sick or vacation leave during the first 6 months of employment.
3. Before completion of the employee's introductory employment period, the department head will complete and submit a Performance Evaluation Form to the Human Resources Director indicating whether the employee is recommended for continued employment, extended introductory status, or separation from employment.
4. Introductory employment periods may be extended for not more than sixty (60) calendar days to allow marginally performing employees to reach satisfactory performance.
5. A new employee may be dismissed without a pre-dismissal hearing or appeal rights at any time during the introductory employment period if the department head determines that the employee is not satisfactorily performing assigned duties. The reasons for dismissal shall be documented and filed with the Human Resources Director.
6. If the employee does not successfully complete the introductory employment period or extended introductory period, service shall be terminated unless the delay is necessitated by extenuating circumstances.

3.5-1 (rev.4/6/05)

7. Any employee may be returned to remedial training status based upon a decline in performance. A return to remedial training status will be approved by the Human Resources Director and City Manager and will not exceed three (3) months.

8. A reinstated employee will be required to serve an introductory employment period if he/she is reinstated to a different job class than the position he/she left. The introductory employment period will be the same length as for a new hire, however, a reinstated employee will be able to use accrued sick and vacation leave immediately upon reinstatement.



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.6 Transfers and Promotions

EFFECTIVE DATE: May 1993

DATE REVISED: 6/5/02; 8/21/02

STANDARD

Employees are encouraged to pursue career growth opportunities. Employee development opportunities provide for upward mobility and lateral movement to regular employees as vacancies become available.

PRACTICE GUIDELINES

- 1. *Consideration of Current Employees:*** Whenever possible, vacancies should be filled by promotion or transfer from among the qualified eligible regular employees within a department or within the City organization. In all cases, the most qualified person shall be selected for the position, based on objective job-related criteria. The selected person must meet the documented minimum qualifications for the position.
- 2. *Eligibility for Transfer/Promotion:*** An employee who has successfully completed the introductory employment period may apply for a transfer or promotion. Department heads may waive the requirement for completion of the introductory employment period for promotion or transfer within the respective department, or when it is in the best interest of the organization and the employee, with the approval of the City Manager.
- 3. *How to Apply:*** An employee interested in a position listed on a Job Posting should make such interest known by completing an Application for Promotion or Transfer. Applications must be submitted to the Human Resources Department by the established closing date. Applications must provide complete information regarding the employee's job-related experience, training, and education. Applicants should not rely entirely on information currently in the personnel file, or on the interviewer's personal knowledge of the applicant. Applicants are expected to provide complete job-related information indicating why they are best qualified for the position.



City of Brunswick – Human Resources Standards of Practice

SUBJECT: 3.7 Temporary Help

EFFECTIVE DATE: 6/5/02

DATE REVISED:

STANDARD

In order to serve unanticipated temporary needs in a timely and cost-effective manner, the Human Resources Department will assist departments in obtaining temporary workers.

PRACTICE GUIDELINES

1. ***Requesting Temporary Help:*** When temporary help is needed, department heads and supervisors shall request temporary services by notifying the Human Resources Department, and outlining the needed skills, licenses, and estimated duration of need. The Human Resources staff will secure necessary services or advise the requesting department how to proceed.
 - A. Temporary workers will report first to Human Resources for a basic orientation regarding general behavioral expectations, dress code, and safety.
 - B. When a replacement temporary worker is needed, department heads and supervisors shall contact Human Resources to arrange for the replacement and orientation.
 - C. When managers have need to end a temporary assignment, they must advise Human Resources.
 - D. Copies of temporary workers' timesheets shall be forwarded to Human Resources for reconciliation with invoices.
 - E. Invoices for temporary services shall be sent to Human Resources for review and reconciliation. HR will forward invoices to Accounting.
 - F. The City nor any City representative shall assume the role of employer for temporary workers employed by temporary service agencies. City representatives shall not

determine pay, benefits, or take corrective action as the employer. If the temporary worker is not meeting the needs of the manager, the manager shall advise the temporary worker that his/her services are no longer needed. Any corrective action shall be taken by the temporary service agency as the employer, not by the City or its representative.

2. ***No unauthorized persons*** are allowed to secure temporary services without the approval of the City Manager and assistance of the Human Resources staff.
3. ***Evaluation of Performance:*** Department Managers will be asked to evaluate the performance of temporary help and communicate such information to the Human Resources Department. Such information will assist HR staff in communicating with temporary service agencies, ensuring that quality temporary help is maintained, and in improving overall service delivery.