

POLICY AND PROCEDURE

SUBJECT/TITLE:	Administrative Manual Human Resource Section Appendix A.1 Hiring and Onboarding Procedure
SCOPE:	All Columbus Public Health positions involved in the filling of vacancies
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PURPOSE

The intent of this document is to provide a consistent and legal process within the rules and codes of the City of Columbus to most efficiently obtain approval, recruit, interview and select, determine qualification, and onboard candidates to fill vacancies within Columbus Public Health.

POLICY

All vacancies within Columbus Public Health (CPH) are to be filled within the Rules of the Civil Service Commission and/or as required by any governing collective bargaining contracts. All persons involved in the hiring process are to adhere to this procedure.

BACKGROUND

Each budget year, City Council approves through ordinance, an annual budget for each department of the City of Columbus, including Columbus Public Health. This ordinance establishes a maximum number of employees for each department, also referred to as the “authorized strength.” Throughout the budget year, the Health Commissioner, as appointing authority, must make decisions on staffing that are consistent with the budget. The Health Commissioner is responsible for the final approval to fill vacancies within CPH.

The Recruiting and Selection of candidates for employment within the City of Columbus is governed by the [Rules of the City of Columbus Civil Service Commission \(“the Rules”\)](#). Although Columbus Public Health has some discretion in the application of the processes to recruit and select candidates, that discretion is limited to the parameters within the Civil Service Commission Rules. CPH’s Human Resources Office acts to guide hiring managers through the complexities of the Civil Service Rules and to aid the various programs in recruiting, selecting, and onboarding the best qualified candidates for their vacant positions. As described in the “Purpose” of this Policy and Procedure, the procedures below were developed to provide a consistent, legal, and as efficient as possible, process that complies with the Rules.

GLOSSARY OF TERMS

Competitive classification – A classification that the City of Columbus Civil Service Commission tests to determine a certified list for filling vacant positions.

Conditional offer – A tentative offer of employment to a candidate that is conditioned upon specific circumstances being met. It is an understanding by both parties of an intent of employment, but the offer and/or acceptance can be rescinded by either party.

CPH HR Associate – An employee from the Columbus Public Health Human Resources Office designated to manage the hiring process for a vacant position. The objective of the CPH HR Associate is to ensure that CPH adheres to all Civil Service Rules and federal, State, and local laws, and to guide and assist the hiring manager through the hiring process.

Electronic Position Control (EPC) System – A database created by the Civil Service Commission (CSC), where all full-time position details are entered and reviewed by a representative of the CSC to ensure accurate classification.

External posting – Advertising an open vacancy on the City of Columbus Civil Service Commission website and/or with other entities other than Columbus Public Health.

Hiring Manager – The manager designated by a program to manage the hiring process for a vacant position. Typically, this will be the supervisor of the vacant position.

Internal posting – Posting a position only within Columbus Public Health.

Interview Tool – List of questions used during an interview of a candidate for employment.

Non-competitive classification – A classification that the City of Columbus Civil Service Commission has determined not to test but requires a candidate meets specific minimum qualifications to fill a vacant position.

Non-competitive Qualifying Examination classification – A classification that the City of Columbus Civil Service Commission tests only to determine that the applicants have the minimum skills and abilities to perform the functions of the classification. A non-banded certification list is created for these classifications.

PROCEDURES & STANDARD OPERATING GUIDELINES

In order to fill a vacancy within Columbus Public Health, the following Hiring and Onboarding Procedure is to be followed. The Hiring and Onboarding Procedure involves six(6) main steps to hire and onboard employees into vacant positions:

- 1) [Obtaining Approval to Fill a Vacancy](#)
- 2) [Recruitment Procedures](#)
- 3) [Interviewing and Selection Procedures](#)
- 4) [Pay Determination, Conditional Offer of Employment, and Candidate and Work Schedule Approval](#)
- 5) [Application Approval, Background Screens, and Confirmation of Employment Offer](#)
- 6) [Onboarding](#)

The procedures laid out below detail the steps and responsibilities of the parties involved in the process. **With limited exceptions, following the procedures below will provide the most efficient process to hire a candidate into an open vacancy.** Variances from these procedures often result in the process taking longer and repeating of steps to fulfill the mandates of [Civil Service Commission Rules](#) and/or to resolve incorrect determinations of classifications and/or qualifications of applicants. Therefore, hiring managers are strongly encouraged to work closely with the assigned CPH HR Associate and apply the steps of this process diligently. The objectives of the CPH Human Resources Office and its staff are to assist hiring managers to recruit, select, and onboard the best qualified candidates for vacant positions, but to also do so within the requirements of the [Civil Service Commission's Rules](#).

I. Obtaining Approval to Fill a Vacancy

Obtaining Approval to Fill a Vacancy involves obtaining internal approval through divisional leadership, fiscal management, and the Health Commissioner's Office; almost always obtaining City of Columbus approval from the City Human Resources Director and City Finance Director; and finally, obtaining approval of the classification by the City Civil Service Commission.

A. CPH Approval to Fill a Vacancy - Personnel Status Form (Hiring Manager)

1. Internal CPH Approval Process

To begin the process for filling a vacancy, the hiring manager or division administrator must obtain the Health Commissioner's approval to fill the vacancy. Approval is accomplished by:

- a. Completing the BEGIN HIRING PROCESS section of the [Personnel Status Form](#) (aka Status Form or PSF) and obtaining the approval signatures of the respective top programmatic leader (i.e. administrator, or assistant health commissioner when no administrator exists.)
- b. Once approved at the "divisional" level, the Status Form is forwarded to the appropriate CPH Fiscal Analyst for budget review and approval, obtained with the signatures of the appropriate Fiscal Analyst and Fiscal Manager.
- c. Upon fiscal approval, the Fiscal Manager will forward the Status Form to the Health Commissioner or selected designee, who will review the position and sign the Status Form indicating approval to fill the vacancy.
- d. If the request to fill the vacancy is not approved at any stage of the internal CPH approval process, the party not approving the Status Form will contact the Administrator, or the appropriate manager, with that information.
- e. Once the position is internally approved with all required signatures, the original Status Form is forwarded to the appropriate CPH HR Associate.

2. Classification Determination (Hiring Manager and CPH HR)

Prior to or while the Personnel Status Form is making its way through the internal CPH approval process, the hiring manager is to begin the process to determine the correct classification of a new position and/or updating the PCQ of the current position as follows:

- a. The assigned CPH HR Associate will provide the most current completed [Position Control Questionnaire](#) (PCQ). The hiring manager should review the PCQ, and if updates are necessary, provide updates using the provided PCQ and return it to the CPH HR Associate.
- b. If no current PCQ exists, the hiring manager is to complete a new [PCQ form](#) and send it to the CPH HR Associate. A [User Guide and Resource Manual](#) to assist with completing the PCQ is located on the CPH Human Resources intranet page.

B. City of Columbus Approval to Fill a Vacancy - Personnel Hiring Justification Form (CPH HR)

If only internal candidates are being considered to fill a vacant position, this approval process is unnecessary and CPH Human Resources (CPH HR) will move on to obtain the City Civil Service Commission approval of the classification. Otherwise, if external candidates are to be considered to fill a vacant position, upon receipt of the approved Status Form from the Health Commissioner or designee and PCQ, the assigned CPH HR Associate will utilize the following process to obtain City of Columbus approval by the City Human Resources Department Director and City Finance and Management Department Director:

1. Complete a Personnel Hiring Justification Form using details of the duties, responsibilities, relationships, and other information of the position provided on the updated or newly created [Position Control Questionnaire](#) (PCQ). **PLEASE NOTE:** The *Personnel Hiring Justification Form* cannot be completed without the up-to-date PCQ that is to be provided from the Hiring Manager.
2. Forward the completed *Personnel Hiring Justification Form* to the CPH HR Officer, CPH Fiscal Manager, and Health Commissioner or designee for review, adjustments, and approvals, demonstrated by their respective signatures.
3. Forward the internally approved *Personnel Hiring Justification Form* to the City of Columbus Human Resources Director and City of Columbus Finance Director for approval.

PLEASE NOTE: Civil Service Approval, the next step in the process, cannot begin until the *Personnel Hiring Justification Form* is approved and returned from City of Columbus Human Resources and Finance Departments. Based on history, the return of the *Personnel Hiring Justification Form* from these directors may take several weeks.

C. Civil Service Commission (CSC) Approval to Fill a Vacancy - Electronic Position Control or EPC (CPH HR)

1. If the position is temporary, part-time, or seasonal, this step is unnecessary and the CPH HR Associate will notify the hiring manager, convert the PCQ to a functional public health competency based job description and post it on the [CPH Human Resources intranet site](#), and move the position to the Recruitment process.
2. If the position is a full-time permanent position, the CPH HR Associate will:
 - a. Upon receipt of the approved *Personnel Hiring Justification Form* from the City Human Resources and Finance Directors, respectively, or if the position is to be posted internally only, the CPH HR Associate will:
 - 1) Notify the Hiring Manager; and
 - 2) Enter the details from the PCQ into the Electronic Position Control (EPC) system for approval from the City Civil Service Commission (CSC).
 - b. CSC reviews each position submitted within the EPC to ensure that the position is appropriately classified.
 - 1) If CSC determines the position is misclassified, the assigned CPH HR Associate will notify the hiring manager of the CSC determination and work with the hiring manager to:
 - a) Reclassify the position; or
 - b) Determine if additional information exists that justifies the originally requested classification, enter the additional information into the EPC, and resubmit the position to CSC for approval.
 - 2) If CSC approves the submitted classification for the position, the CPH HR Associate will:
 - a) Process the position for posting (external) and notify the hiring manager of the posting dates; and
 - b) Convert the PCQ to a functional public health competency-based job description and post it on the CPH Human Resources intranet site.

II. Recruitment Procedures

A. Posting a Vacancy (CPH HR)

No interviews may occur until a position is appropriately posted.

1. Internal Postings
 - a. Vacant positions will be posted internally for a minimum of five (5) days.

- b. Unless an internal candidate(s) within the same classification as the open vacancy are known to exist, internal postings will be posted upon receipt of the approved Personnel Hiring Justification Form from City Human Resources and City Finance or upon direction from the Health Commissioner or designee.
- c. Non-union positions will remain listed on the internal posting until filled or requested in writing to be removed by the hiring manager.

2. External Postings

- a. Non-competitive (non-tested) classifications
 - 1) If the vacant position is in a classification covered by a [collective bargaining contract](#) (union), CPH employees currently employed within the same classification may have a right of first selection to fill the vacant position by seniority depending on the terms of the contract. If internal candidates are known or expected to apply, the external posting may be delayed until the internal posting expires.
 - 2) If the same classification with identical status, e.g. FTR, FTL, PTR, PTL, PTS, etc., has been externally posted with CSC within the last six (6) months, and a qualified candidate from that recruitment is identified, a new external posting is not required.
 - 3) Vacant positions, not internally filled, or have not been posted with CSC within the last six (6) months, are to be posted with CSC for a minimum of five (5) days.
 - 4) Positions that are difficult to recruit or require specialized training, may be advertised (posted) using external resources such as job boards, association websites, local newspapers, etc. [Hiring managers](#) will complete an [External Posting Request Form](#) when they wish to post a position using external resources.
 - a) When considering or requesting to use external resources for postings, hiring managers are to provide the names of any external resources that they believe are a good source for candidate recruitment. CPH Human Resources may post on standardly used external job boards and Internet sites.
 - b) External postings are to be written cooperatively by the hiring manager and the CPH HR Associate. The CPH HR Associate must approve all external postings prior to the posting being submitted to the external resource for advertisement. The program of the person who posts a position with an external resource prior to receiving approval to post the position from the CPH HR Associate will bear any associated costs of that posting.
- b. Competitive classifications and Non-competitive Qualifying Examination Classifications
 - 1) If the position is competitive or non-competitive qualifying examination (i.e. tested by Civil Service), CPH HR will request the current eligible certification list from CSC. When this list is requested, Civil Service may:
 - a) Provide a current certification list of tested candidates and send an email alert to all candidates on the current list and provide a list of interested applicants to CPH Human Resources.
 - If there are more than five candidates in a given band CSC will only release one band at a time. If a band contains less than five candidates, CSC will release multiple bands at the same time until five interested candidates are on a list.
 - b) Advertise for and conduct examinations and provide a certification list of candidates, or
 - c) Advertise the position to be recruited without testing.
 - 2) From this certification list, the hiring manager, in partnership with an CPH HR Associate:
 - a) May canvass the list to find interested candidates for the open vacancy;
 - b) Will review the resumes/applications of the candidates, conduct interviews, and make a selection to fill the vacancy.
 - c) In some circumstances when special qualifications are required of the position, candidates from lower bands who possess those special qualifications may be certified to fill a vacancy.

PLEASE NOTE: For competitive classifications involving a position without special qualifications, if five (5) or more candidates on the current eligible certification list have expressed interest in the position, under Civil Service Rules, CPH must fill the vacancy with one of the five (5) candidates from the certification list.

III. Interviewing and Selection Procedures

A. Review Resumes and Electronic Applications (Hiring Manager)

1. Upon the closing of a posting for a non-competitive position, CPH HR will forward all received applications, resumes, and applicant response forms to the hiring supervisor for review.
2. The hiring manager will identify candidates for interviews. The hiring manager may identify these candidates on his/her own or may request assistance from others to select candidates for interviews. In making the selection of candidates, the hiring manager should compare each applicant's qualifications keeping in mind the minimum qualifications required of the classification and position.
3. The hiring manager will electronically forward to the CPH HR Associate the names of the candidates selected to be interviewed. The hiring manager will also forward any applications, resumes, and applicant response forms received directly from the applicant to the CPH HR Associate so CPH HR has a complete file.
4. CPH HR will review applications to ensure that candidates selected to be interviewed meet the minimum qualifications as defined by the Civil Service Commission classification specifications and any required special qualifications. The CPH HR Associate will contact the hiring manager if any candidates' qualifications questionably or clearly do not meet the required minimum qualifications or special qualifications to discuss possible resolutions.
5. Interviews may be scheduled upon confirmation that candidates meet all minimum and special qualifications.

B. Coordinate interview panel and set up interview dates (Hiring Manager)

1. An interview panel will consist, at minimum, of the hiring manager and CPH HR Associate (unless the CPH HR Associate is not available and explicitly informs the hiring manager to proceed without her/him). Additional panel members may be determined by the hiring manager. Civil Service and CPH HR recommends limiting the panel to three (3) to five (5) persons when possible so as not to intimidate the candidates.
2. The hiring manager will confirm the availability and commitment of panel members and schedule and reserve conference rooms through CPH's conference room reservations processes.
3. Hiring managers are to review the CPH HR Associate's availability and make every effort to schedule interviews so that the CPH HR Associate may attend. Whenever possible, the hiring panel members should be consistent for all interviews to ensure fairness to all candidates.

C. Develop interview tool (Hiring Manager with CPH HR)

1. The hiring manager and CPH HR Associate will collaborate to develop and agree on an interview tool that includes a series of questions focused on the particular job description. The [Civil Service Hiring and Selection Guide](#) may be consulted as a reference for examples of appropriate and inappropriate questions. CPH Human Resources also has a bank of interview questions that may be used as a resource to develop an interview tool.
2. CPH has established a series of mandatory questions that are to be asked at every interview. [Addendum A](#) of this policy provides the list of these questions and guidelines for their appropriate use.

D. Interviewing (Hiring Manager with CPH HR)

1. Conduct interviews. Complete second rounds, if necessary.
2. During the interview processes, if a question is asked of the candidate that the CPH HR Associate finds unlawful or otherwise inappropriate, the CPH HR Associate will tactfully inform the candidate not to respond to the question and inform the party asking the question that the question is unnecessary with an explanation following the interview. The CPH HR Associate may also choose to rephrase the question in a manner that is lawful and appropriate if possible.

NOTE: CPH, through its Supervisor Toolbox Series, has provided specific training for conducting appropriate interviews. To view the training materials, please see [How to Conduct Proper Interviews](#) on the CPH Workforce Development intranet page.

E. Selection (Hiring Manager with CPH HR)

1. Upon completion of the interview process, the panel members will come to a consensus to identify the top candidate(s) or agree that no candidate(s) fit the position.
 - a. If the consensus is that no candidates fit the position, the hiring manager may decide to readvertise (non-competitive positions) or invite new candidates for interviews (from resumes already received for non-competitive positions).
 - b. If a candidate is selected as the top candidate, the hiring manager shall complete Reference Checking.

F. Reference Checking (Hiring Manager)

If a candidate is selected by the hiring panel, the hiring manager will:

1. Contact the candidate and ask the candidate to sign and return an [Authorization to Release Information Form](#) providing release for Columbus Public Health to contact the candidate's references;
2. Contact the candidate's professional references. CPH HR can provide sample reference check questionnaires or an example of a reference check questionnaire is located in the [Civil Service Hiring and Selection Guide](#).
3. If the candidate's references:
 - a. Meet with the approval of the hiring manager, the hiring manager will document these outcomes on the reference check tool and provide a written copy to the CPH HR Associate, and
 - b. Begin the Pay Determination step in the hiring process.

CAUTION: Hiring Managers nor anyone else should negotiate compensation with or make any promises of compensation to a candidate until the CPH HR Office provides the hiring manager with a conditional offer pay rate.

IV. Pay Determination, Conditional Offer of Employment, and Candidate and Work Schedule Approval

A. Pay Determination (Hiring Manager and CPH HR)

1. To determine starting pay, the hiring manager will follow the [CPH HR Pay Determination Procedure](#).
2. CPH HR, along with the Health Commissioner's Office, takes pay equity extremely seriously in its consideration of pay offers, considering all asset factors of a selected candidate in comparison to internal incumbents in like positions as well as the industry market for a position.
 - a. Hiring managers are responsible for following the [Pay Determination Procedure](#) and refraining from suggesting or negotiating pay with a candidate until a pay determination is made by CPH HR through the [Pay Determination Procedure](#).
 - b. Hiring managers cannot commit Columbus Public Health to any agreements in pay or other compensation made to a selected candidate not determined and/or authorized through the [Pay](#)

[Determination Procedure](#). Hiring managers are subject to disciplinary action for failure to follow adopted and documented procedures.

B. Conditional Offer (Hiring Manager with CPH HR)

1. Following receipt of the pay rate from CPH HR, the hiring manager contacts the final candidate to make a conditional offer, agree to a work schedule, and complete the employment application, if needed.
 - a. The hiring manager must inform the candidate that this conditional offer is contingent upon certification by CSC, a negative drug screen, satisfactory background review, and approval by the Health Commissioner or designee.
 - b. The hiring manager is not to commit to a start date until provided a date by the CPH HR Associate.
2. The hiring manager will inform the HR Associate via email of the candidate's acceptance or rejection of the conditional offer.

C. Approval of the candidate and Employee Work Schedule by the Health Commissioner (Hiring Manager)

1. Once the conditional offer is made and accepted by the candidate, the hiring manager (or division administrator) is to complete the [Personnel Status Form](#) – **Selection Has Been Made** portion, providing the candidate's name, classification title, OCA information, pay information, and any other pertinent information.
2. The hiring manager is to also complete the [Employee Work Schedule Form](#) at this time (Please see [AM HR A.9 Business Hours Policy](#) for more information).
3. Upon completion of both forms, the hiring manager is to:
 - a. Obtain the approval signatures of the respective top programmatic leader (i.e., administrator or assistant health commissioner when no administrator exists) on each form.
 - b. Once approved at the "divisional" level, the Status Form, with Employee Work Schedule attached, is forwarded to the appropriate CPH Fiscal Analyst for budget review and approval, obtained with the signatures of the appropriate Fiscal Analyst and Fiscal Manager.
 - c. Upon fiscal approval, the Fiscal Manager will forward the Status Form, with the Employee Work Schedule Form attached, to the CPH HR Office for review of each form and concurrence of the pay rate.
 - d. The appropriate CPH HR Associate will forward the Status Form, with the Employee Work Schedule Form attached, to the Health Commissioner or selected designee, who will review the position and sign the Status Form and Employee Work Schedule Form indicating approval of the candidate and the suggested work schedule.
 - e. If the candidate or suggested work schedule is not approved at any stage of the internal CPH approval process, the party not approving the Status Form or suggested work schedule will contact the Administrator or the appropriate manager, with that information.
 - f. Once the candidate and suggested work schedule are approved with all required signatures, the original Status Form with the Employee Work Schedule Form attached, are forwarded to the appropriate CPH HR Associate.
4. While the [Personnel Status Form](#) are moving through the approval process, the candidate may complete the [Employment Application](#), **but the candidate cannot be scheduled for Drug Screen, Background Review, or any Onboarding until the Status Form is approved through the Health Commissioner or designee.** The CPH HR Associate will contact the candidate to complete the application, if necessary.

V. Application Approval, Background Screens, and Confirmation of Employment Offer

A. **Civil Service Commission Employment Application (CPH HR)**

1. The candidate must complete an online Employment Application if the candidate did not submit an application during the online job posting with the Civil Service Commission's Job Center.
2. Depending on the job classification, candidates will need to upload copies of their degrees, professional licensure and driver's license, as required as part of the online application.
3. The Civil Service Commission will conduct a final review and approval of the candidate's online application.
4. Upon approval, Civil Service will certify that the candidate has met the minimum qualifications of the job classification. CPH HR will complete the final steps of this phase of the hiring process once this certification is received.
5. If the candidate is found unqualified for a classification by the Civil Service Commission, the candidate may file an appeal with the Executive Secretary of the Civil Service Commission within ten (10) calendar days of the date that the application was rejected [See [Civil Service Rule XIII\(G\)](#)].

B. **Drug Screen and Background Review (CPH HR)**

Once the candidate has been certified by CSC, and *Personnel Status Form* and *Work Schedule Form* is received in the CPH HR Office, the CPH HR Associate will schedule the candidate for a drug screen and background review.

PLEASE NOTE: The criminal background screen results historically have taken a few days up to several weeks to be returned to the CPH HR Office, dependent upon many factors, including but not limited to: the candidate has some activity on the report, the candidate recently moved to Ohio, etc.

C. **Confirmation of Employment Offer (CPH HR)**

1. Upon receipt of a negative drug screen and satisfactory background review, CPH HR will contact the hiring manager. CPH HR and the hiring manager will determine possible start dates for the candidate.
2. The CPH HR Associate will contact the candidate to confirm an official job offer, finalize the start date, and schedule Onboarding.
3. The hiring manager will forward any and all records, which are considered public records, related to scoring and selection from the interviews for all candidates to the CPH HR Associate to keep with the hiring folder for recordkeeping purposes.
4. Following confirmation of the official job offer to the candidate and acceptance of the offer of employment from the candidate, the CPH HR Associate will provide the position supervisor with a [Congratulations Letter to Supervisor](#). By a date determined by CPH HR, the hiring manager will return the letter to CPH HR with information to complete the onboarding process. Receipt of the [Congratulations Letter](#) from Human Resources is the position supervisor's cue to begin completing the onboarding and orientation tasks listed within the [New Employee Orientation Checklist](#).

VI. Onboarding

A. **Onboarding**

Onboarding consists of the following: a Walk-Thru process with the selected candidate; a Welcome email sent from CPH HR during the first week of employment; the new employee's required attendance at City and CPH orientations and specific training programs; and the completion of the onboarding and orientation tasks listed within the [New Employee Orientation Checklist](#).

1. Walk-Thru (**CPH HR**)

- a. A Walk-Thru will not be scheduled until the the drug and alcohol and background screenings have been completed with satisfactory results.
- b. The Walk-Thru meeting must be completed at least one week (7 days) before the candidate can officially start work. There are no exceptions to this CSC requirement. If a candidate is unable to schedule his/her Walk-Thru within this timeframe, the start date will be pushed back to a later date.
- c. The Walk-Thru process will include:
 - 1) Completion of all employment paperwork required by the Civil Service Commission;
 - 2) A brief review of specific policies and procedures and signature of receipt from the candidate;
 - 3) A brief review and enrollment of the employee into benefits, if applicable; and
 - 4) Receiving information from the candidate to enroll the candidate into specific CPH programs.

2. Orientations

Each new employee will be required to attend the following:

- a. City of Columbus New Employee Orientation (full-time and part-time employees only). Employees will receive an email when registered to attend;
- b. CPH Orientation (New Employee Welcome with Health Commissioner);
- c. City of Columbus Implicit Bias training (full-time and part-time employees only); and
- d. Safety Orientation (within the first month of employment).

In addition all new employees must complete City-specific training assigned through Columbus's learning management system (Cornerstone) AND department-specific training as assigned through the CPH learning management system (Lippincott) with specified deadlines for completion.

3. New Employee Orientation Documents (**Hiring Manager**)

In an effort to appropriately welcome and provide the best possibilities for success for new employees, the hiring manager has the following documents available to provide a smooth and easy orientation experience:

- a. New Employee Orientation Checklist, highly recommended guidance for hiring managers and/or supervisors to use with new employees ;
- b. New Employee Training Plan, listing required training for employees based on employment status (i.e., Full-time, Part-time, Temporary, and Seasonal); and
- c. New Employee Resources, documents available on the CPH Human Resources Intranet page providing templates and helpful guidance to hiring supervisors and new employees.

4. New Employee Informational Email (**CPH HR**)

Within the first week of a new employee's employment, a CPH HR Associate will send to the new employee an email that includes an onboarding presentation.

CITATIONS

1. City of Columbus Civil Service Commission Rules; <https://www.columbus.gov/civilservice/Rules-and-Regulations/>
2. City of Columbus Civil Service Commission Hiring and Selection Guide; [http://intranet/CSC/Documents/\(6\)%20Resources-Reports-Guides/Hiring%20and%20Selection%20Guide.pdf](http://intranet/CSC/Documents/(6)%20Resources-Reports-Guides/Hiring%20and%20Selection%20Guide.pdf)
3. Business Hours Policy and Procedure; http://intranet/Health2/policy-library/Document%20Library/Forms/AllItems.aspx?RootFolder=%2fHealth2%2fpolicy-library%2fDocument%20Library%2fDepartment_wide%2fAdministrative_Manual&View=%7b71048EE4-4E9F-4D4C-BB99-B59B6C460CD4%7d

4. Pay Determination Procedure; http://intranet/Health2/policy-library/Document%20Library/Forms/AllItems.aspx?RootFolder=%2fHealth2%2fpolicy-library%2fDocument%20Library%2fDepartment_wide%2fAdministrative_Manual&View=%7b71048EE4-4E9F-4D4C-BB99-B59B6C460CD4%7d
5. Functional Job Descriptions; <http://intranet/Health2/hr/Job%20Descriptions/Forms/AllItems.aspx>
6. Position Control Questionnaire User Guide and Resource Manual ; <http://intranet/Health2/hr/Hiring%20Forms/Forms/AllItems.aspx?RootFolder=%2fHealth2%2fhr%2fHiring%20Forms%2f1%2e%20To%20Begin%20the%20Hiring%20Process%20Documents%20and%20Forms%20%28e%2eg%2e%20PSF%2c%20PCQ%2c%20etc%2e%29&View=%7b1583C6B8-4F6F-45BF-BE24-932746521B89%7d>

CONTRIBUTORS

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APPENDICES

1. [Addendum A – Mandatory Interview Questions](#)
 - a. [Appendix A – Health Equity Bank of Job Applicant Interview Questions](#)

REFERENCE FORMS

PLEASE NOTE: All hiring forms used by hiring managers are located on the CPH HR Internet at the CPH Human Resources Intranet page, <http://intranet/Health2/hr/Hiring%20Forms/Forms/AllItems.aspx>, or may be accessed using the hyperlinks throughout the policy and below when this policy is viewed electronically.

1. [Authorization to Release Information Form](#) – Form to be signed by finalist candidates to release Columbus Public Health to contact the candidate’s references and release those listed references from any liability for the information they may disclose. A copy of the release may be provided to a reference upon request.
2. [Certification List](#) – List of candidates certified by the City of Columbus Civil Service Commission as meeting the minimum qualifications for a specified classification. For competitive classifications, this list is typically determined through a civil service examination (test). For non-competitive classifications, this may be a list of one person determined qualified by meeting specific minimum qualifications. For competitive classifications, the certification list is banded into three separate groups, i.e., 90 Band, 80 Band, and 70 Band, and, with limited exceptions, candidates on the lower bands cannot be contacted until candidates on the higher band have been contacted for their interest and less than five (5) candidates from the higher bands are interested, i.e., 80 Band may not be used until 90 Band has less than five (5) interested candidates; 70 Band cannot be utilized until 90 Band and 80 Band have less than five (5) interested candidates in each band. (NOTE: This list is not available until needed and therefore has no hyperlink). For Noncompetitive Qualifying Examination classifications, this list consists of candidates who demonstrated through testing the minimum skills and abilities to perform the essential functions of the classification.
3. [Congratulations Letter to Supervisor](#) – Form used by CPH HR to notify supervisor that a candidate has accepted the offer of employment, to provide information to the supervisor, and to receive information back from the supervisor for Onboarding purposes.

4. **[Employee Work Schedule Form](#)** – An internal CPH form designed to establish the work schedule for positions when filling a vacancy or to establish a new work schedule for a current employee. For the purpose of this procedure, the form will be used when filling a vacancy with an internal or external candidate. Please refer to [AM HR A.9 Business Hours Policy](#) for more information regarding this form.
5. **[Electronic Employment Application](#)** – Form used by the City of Columbus as the official application for employment with City of Columbus departments. If selected, candidates who applied for the position through the Civil Service Commission’s Job Center are not required to complete an Employment Application.
6. **[External Posting Request Form](#)** – A form that collects data from the hiring manager regarding the length of time, potential locations, and specific information for externally posting a vacant position.
7. **[New Employee Orientation Checklist](#)** – Guidelines in checklist format for supervisors to use to onboard, orient, and train a new employee.
8. **[New Employee Training Plan](#)** – A training plan that lists departmental and City required training and the timeframes to complete each training session for new employees. The Plan is specific to the employee’s employment status, i.e. Full-time, Part-time, Temporary, and Seasonal.
9. **[Pay Determination Form](#)** – A form utilized to determine the appropriate pay for a new appointment or promotion. The hiring manager will complete the first part of the form indicating the experience, education, and other pertinent assets that a candidate presents. The CPH Human Resources Office reviews the form and considers all information presented in relation to internal and external equities and formulates a pay offer for the candidate.
10. **[Personnel Status Form](#)** – Form used for approval of various employment transactions, including approving filling a vacancy and approving a selection of and pay for a candidate for employment.
11. **[Position Control Questionnaire \(PCQ\)](#)** – An internal CPH form designed for the hiring manager to provide details of the purpose, duties, responsibilities, reports, contacts, licenses, equipment, and other aspects of the position being requested. The [PCQ form and the CPH User Guide and Resource Manual](#) for completing the form are located in the Hiring Forms section on the CPH Human Resources Intranet Page under “Hiring Forms.”
12. **[Personnel Hiring Justification Form](#)** – Form used by the City of Columbus for City Finance Department and City Human Resources Department approvals to fill a vacancy. (NOTE: This form is for CPH HR use only and therefore no hyperlink is provided)

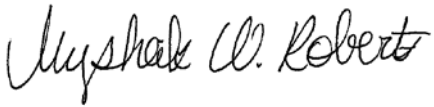
SIGNATURES

I have reviewed this document and endorse it as an official CPH Policy and Procedure:



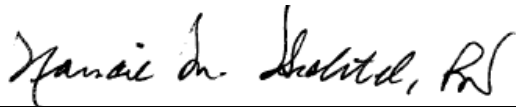
Kevin G. Williams, Human Resources Officer

11 / 30 / 2018
Date




Mysheika W. Roberts, MD, MPH
Health Commissioner

12 / 10 / 18
Date



Nancie Bechtel, MPH, BSN, RN
Assistant Health Commissioner/Chief Nursing Officer

12 / 6 / 18
Date



Roger Cloern
Assistant Health Commissioner/Chief Operations Officer

12 / 6 / 18
Date



Michael Fielding
Assistant Health Commissioner/External Affairs

12 / 6 / 18
Date