

## RESOLUTION 2023-02

### A RESOLUTION ESTABLISHING A POLICY TO RECOGNIZE KNOWLEDGE, SKILLS, AND ABILITIES FOR NON-MONROE COUNTY GOVERNMENT APPLICANTS, CURRENT PERMANENT PART-TIME EMPLOYEES APPLYING FOR FULL-TIME EMPLOYMENT, AND ELIGIBLE TRANSFERRING MONROE COUNTY EMPLOYEES.

**WHEREAS**, the Monroe County Council wishes to enable Elected Officials/Department Heads (EO/DH) to hire 1) highly qualified job applicants who possess exceptional expertise and experience, but have no prior Monroe County Government work history and/or 2) current permanent part-time employees applying for a full-time employment vacancy; and/or 3) full-time Monroe County employees with an existing KSA Status transferring between departments; and

**WHEREAS**, the Monroe County Council finds allowing for the hiring of highly qualified applicants and/or current permanent part-time employees applying for a full-time employment vacancy and/or allowing highly qualified employees to transfer between departments at a salary higher than the base starting salary will substantially further the goal of obtaining and retaining highly qualified employees, within Monroe County Government.

**NOW THEREFORE BE IT RESOLVED, that:**

Resolutions establishing policies on Mid-Point Hiring are repealed, and this Resolution, shall establish a policy to recognize an applicant's "Knowledge, Skills, and Abilities" (KSA). This Resolution is applicable to the hiring of

- 1) applicants with no prior Monroe County Government work history;
- 2) current permanent part-time employees, with at least two (2) years applicable, current, part-time prior Monroe County Government work history applying for a full-time employment vacancy; and/or
- 3) full-time Monroe County employees with an existing KSA Status transferring between departments.

This Resolution is effective the date of signature. This Resolution does not apply to the hiring of any part-time employees into full-time job positions and/or the transferring of full-time employees between departments that occurred prior to the enactment of this Resolution.

For purpose of this policy, it is important to note that there is a distinction between KSA Status of service which is determined from the employee's date of hire. Years of service are relevant for the determination of longevity as determined by the Personnel Policy. Not all Monroe County employees have a KSA Status, and for those that do the KSA Status determines compensation level only. A KSA Status would be established by request at the time of hiring into a full-time position and/or transfer between departments. With approval of a KSA Status, salary compensation may begin at the 1-, 3-, or 8-Year Level and remains as a KSA Status until the equivalent years of service has been achieved.

The adoption of the following procedures will assist EO/DH's in the recruitment and/or hiring of highly qualified applicants. In turn, this policy will result in savings from training expenses by reducing the need for doing such, considering the job applicant's experience, and will also improve the provision of County services to the public.

## SECTION 1: KNOWLEDGE, SKILLS, AND ABILITIES (KSA) PROCESS FOR NON-MONROE COUNTY GOVERNMENT APPLICANTS

The below outlined procedure applies to job applicants whom the EO/DH believes possess the necessary knowledge, skills, and abilities (KSA) and/or experience for the job vacancy within his/her department, yet the applicants possess no Monroe County Government work history.

If in response to a vacancy within the Department the EO/DH receives an application/resume from a highly qualified applicant (who does not possess prior Monroe County Government work history), and the EO/DH wishes to hire said applicant pursuant to the KSA Policy, the EO/DH can follow the procedure outlined below. The procedure below allows the EO/DH to request permission to hire the applicant at either the **three (3) year salary level** or the **eight (8) year salary level**, based on the applicant's KSA.

### A. KSA STATUS REQUEST PROCEDURES:

An EO/DH wishing to make a KSA Status Request must complete the following process:

1. **Notification of Intent to Request a KSA Status:** The EO/DH shall notify their Council Liaison(s) and Council Administrator via email of their intent to fill an existing vacancy within their department with an applicant/new hire, who has no prior Monroe County Government work history, and request a KSA Status for this applicant.
2. **Council Office Response to Intent:** The Council Administrator shall provide via email a copy of the KSA Request form (Request) to the EO/DH for completion. The email will instruct the EO/DH on how to complete the Request along with any additional information needed and include submission deadline(s). Additional information may include but is not limited to the applicant's resume and/or application and the job description for the vacancy.  
*See Exhibit A – KSA Request Form*
3. **Department Head/Elected Official Responsibility:** The EO/DH shall complete the required sections of the Request and return via email to the Council Administrator and the Personnel Administrator for review. The resume/application for the candidate and the vacant position's job description must be included with the Request. The Request should additionally state if the EO/DH is requesting the applicant to be hired at the three (3) year or eight (8) year salary level.

### B. KSA REQUEST EVALUATION PROCEDURES:

1. Evaluation Factors: The Council Administrator and Personnel Administrator will review the following factors:
  - a. Are the knowledge, skills, and abilities (KSA) of the applicant substantially equal to, or greater than, the KSA that would be expected from a new hire after three (3) or eight (8) years in the position?
  - b. How many **total** years of applicable experience has the applicant had in the comparable position?

2. The Personnel Administrator will review the Request, evaluate as to whether the applicant does or does not have the KSA needed based on the information provided on the applicant's resume/application and the associated job description, and complete the appropriate section on the Request. After completing this review, the Personnel Administrator will forward the Request to the Council Administrator for further completion.
3. The Council Administrator will review the Request, evaluate as to whether the applicant does or does not have the KSA needed based on the information provided on the applicant's resume/application and the associated job description, and complete the appropriate section on the Request.
4. If necessary, the Council Administrator and Personnel Administrator may confer about their independent evaluations.
5. The Council Administrator shall forward to the entire Council a copy of the executed KSA Request along with a redacted resume/application and the job description for the position. The actual identity of the applicant should be viewed as irrelevant to the Council, with the focus being on the KSA of the applicant. The EO/DH and Personnel Administrator will be copied on the email communication to the Council that includes the executed Request.

When forwarding the executed KSA Request to the Council, the Council Administrator shall indicate if the Council Administrator and the Personnel Administrator have reached a consensus regarding whether the applicant's KSA is substantially equal to, or greater than, the KSA that would be expected from a new hire after three (3) or eight (8) years in the position.

6. If a Council Member requests a review of the KSA Request, the Council Member shall notify the Council Administrator, who shall place the item on the Council's next regular or work session agenda (whichever is earlier) for discussion. If no Council Member requests a review of the KSA **within forty-eight (48) hours (Monday-Friday hours only, excluding weekends and holidays) after the executed KSA is sent to the Council** by the Council Administrator, the final decision as to the approval or denial of the requested KSA Status will be delegated to the Council Administrator as outlined in Section 4 below.

Until a final decision has been made by the Council Administrator or the Council with regards to the KSA Request, any conveyance to the employee/applicant by the EO/DH regarding approval of the KSA Request is non-binding on the Council. The EO/DH **may** elect to move forward with hiring the employee at the **base rate** but **may not** proceed with hiring the applicant at a KSA Status until the review is completed.

7. The Council Administrator will notify the Council President of a KSA Request being added to a meeting agenda. The Council Administrator will notify the EO/DH when a Council member has made a request for a review and what date it will be heard by the entire Council. The Personnel Administrator may be asked to attend the Council meeting, if needed.
8. The Council Administrator will notify the EO/DH if the KSA request is approved without being heard at a Council meeting and the effective date of the KSA Status.
9. The Council Administrator will add the approved KSA Status to the tracking log and a note will be added to the Salary Ordinance to indicate the position has a KSA Status for payroll purposes.

10. An employee's approved KSA Status only adjusts the compensation base rate pay for that employee. An employee's approved KSA Status is **not** included in the years of service pertaining to longevity and/or vacation time calculations which are governed by the Monroe County Personnel Policy Handbook.

## **SECTION 2: KNOWLEDGE, SKILLS, AND ABILITIES (KSA) PROCESS FOR A CURRENT PERMANENT PART-TIME EMPLOYEE TRANSITIONING INTO FULL-TIME EMPLOYMENT**

The below outlined procedure applies to an applicant, who is currently employed as a permanent part-time employee with at least two (2) years applicable, current, part-time prior Monroe County Government work history, and who the EO/DH believes possesses the necessary KSA based on their part-time employment status for a full-time job vacancy within his/her department.

If in response to a vacancy within the Department, the EO/DH receives an application/resume from an applicant from a current part-time employee with at least two (2) years applicable, current, part-time prior Monroe County Government work history, and the EO/DH wishes to hire said applicant at a KSA Status, the EO/DH can follow the procedure outlined below. The procedure below allows the EO/DH to request permission to hire the applicant at the KSA Status **one (1) year salary level**, based on the on the applicant's KSA.

### **A. KSA STATUS REQUEST PROCEDURES:**

An EO/DH wishing to make a KSA Request must complete the following process:

1. **Notification of Intent to Request a KSA Status:** The EO/DH shall notify their Council Liaison(s) and Council Administrator via email of their intent to fill an existing vacancy within their department with an applicant, who is currently employed by Monroe County as a permanent part-time employee and request a KSA Status for this applicant.
2. **Council Office Response to Intent:** The Council Administrator shall provide via email a copy of the KSA Request Form (Request) to the EO/DH for completion. The email will instruct the EO/DH on how to complete the Request along with any additional information needed and include submission deadline(s). Additional information may include but is not limited to the applicant's resume and/or application and the job description for the vacancy.  
*See Exhibit A – KSA Request Form*
3. **Department Head/Elected Official Responsibility:** The EO/DH shall complete the required sections of the Request and return via email to the Council Administrator and the Personnel Administrator for review. The resume/application for the candidate and the vacant position's job description **must** be included with the Request. The Request should additionally state that the EO/DH is requesting the applicant to be hired at the one (1) year salary level.

### **B. KSA EVALUATION PROCEDURES:**

1. Evaluation Factors: The Council Administrator and Personnel Administrator will review the following factors:
  - a. Are the knowledge, skills, and abilities (KSA) of the applicant substantially equal to, or greater than, the KSA that would be expected from a new hire after one (1) year in the position?

- b. How many **total** years of applicable experience has the applicant had in the comparable position?
2. The Personnel Administrator will review the Request, evaluate as to whether the applicant does or does not have the KSA needed based on the information provided on the applicant's resume/application and the associated job description, and complete the appropriate section on the Request. After completing this review, the Personnel Administrator will forward the Request to the Council Administrator for further completion.
3. The Council Administrator will review the Request, evaluate as to whether the applicant does or does not have the KSA needed based on the information provided on the applicant's resume/application and the associated job description, and complete the appropriate section on the Request.
4. If necessary, the Council Administrator and Personnel Administrator may confer about their independent evaluations.
5. The Council Administrator shall forward to the entire Council a copy of the executed KSA Request along with a redacted resume/application and the job description for the position. The actual identity of the applicant should be viewed as irrelevant to the Council, with the focus being on the KSA of the applicant. The EO/DH and Personnel Administrator will be copied on the email communication to the Council that includes the executed Request.

When forwarding the executed KSA Request to the Council, the Council Administrator shall indicate if the Council Administrator and the Personnel Administrator have reached a consensus regarding whether the applicant's KSA is substantially equal to, or greater than, the KSA that would be expected from a new hire after one (1) year in the position.

6. If a Council Member requests a review of the KSA Request, the Council Member shall notify the Council Administrator, who shall place the item on the Council's next regular or work session agenda (whichever is earlier) for discussion. If no Council Member requests a review of the KSA **within forty-eight (48) hours (Monday-Friday hours only, excluding weekends and holidays) after the executed KSA is sent to the Council** by the Council Administrator, the final decision as to the approval or denial of the requested KSA Status will be delegated to the Council Administrator as outlined in Section 4 below.

Until a final decision has been made by the Council Administrator or the Council with regards to the KSA Request, any conveyance to the employee/applicant by the EO/DH regarding approval of the KSA Request is non-binding on the Council. The EO/DH **may** elect to move forward with hiring the employee at the base rate but **may not** proceed with hiring the applicant at a KSA Status until the review is complete.

7. The Council Administrator will notify the Council President of a KSA Request being added to a meeting agenda. The Council Administrator will notify the EO/DH when a Council member has made a request for a review and what date it will be heard by the entire Council. The Personnel Administrator may be asked to attend the Council meeting, if needed.
8. The Council Administrator will notify the EO/DH if the KSA request is approved without being heard at a Council meeting and the effective date of the KSA Status.

9. The Council Administrator will add the approved KSA Status to the tracking log and a note will be added to the Salary Ordinance to indicate the position has a KSA Status for payroll purposes.
10. An employee's approved KSA Status only adjusts the compensation base rate pay for that employee. An employee's approved KSA Status is **not** included in the years of service pertaining to longevity and/or vacation time calculations which are governed by the Monroe County Personnel Policy Handbook.

### **SECTION 3: KNOWLEDGE, SKILLS, AND ABILITIES (KSA) PROCESS FOR TRANSFER APPLICANTS WITH AN EXISTING KSA STATUS FROM ONE MONROE COUNTY DEPARTMENT TO ANOTHER**

The below outlined procedure generally applies to job applicants whom the EO/DH believes possess the necessary KSA and/or experience for the job vacancy within his/her department, and the applicant is transferring from a different Monroe County Government position with an existing KSA Status. Specifically, KSA Transfer can be requested for: 1) a transfer between two (2) county classified positions; and 2) a transfer from a position where the salary is determined by a state-prescribed rule, order, guideline, or mandated to a county classified position. This section **does not** apply to transfers from a county position to a position where the salary is determined by a state-prescribed rule, order, guideline or mandated.

If a KSA Status transfers with an employee, the KSA Status will transfer at the equivalent or lesser level. Once a KSA Status is transferred from one department to another, the KSA Status will remain effective for subsequent transfers back to the originating department that occur with one (1) year or less. Subsequent transfers outside of the one (1) year timeframe and/or to a different department must be submitted as a new Transfer Request.

If a Monroe County employee with an approved KSA Status transfers to a different department within Monroe County Government, the KSA Status **may** transfer with the employee. If a KSA Status transfers with an employee, the Status **may** transfer at an equivalent or lesser level. A lesser level **may** be approved based on whether the KSA of the employee is applicable to the new position. A KSA Status level cannot be increased when an employee transfers from one department to another. The EO/DH's are reminded that until a final decision has been made by the Council Administrator or the Council with regards to the KSA Transfer Request, any conveyance to the employee/applicant by the EO/DH regarding approval of the KSA Transfer Request is non-binding on the Council.

#### **A. KSA TRANSFER STATUS REQUEST PROCEDURES:**

An EO/DH wishing to make a KSA Transfer Request must complete the following process:

1. **Notification of Intent to Request Transfer of a KSA Status:** The EO/DH shall verify the KSA Status for the employee who wishes to transfer. This information can be located in the Salary Ordinance within the section entitled "Salary Ordinance Notes" under the heading of "KSA Tracking Log."

After confirming the KSA Status, the EO/DH shall notify their Council Liaison(s) and Council Administrator via email of their intent to fill an existing vacancy within their department with a Monroe County employee with an approved KSA Status transferring from a different department within Monroe County Government and request a KSA Transfer Status for this applicant.

2. **Council Office Response to Intent:** The Council Administrator shall provide via email a copy of the KSA Request form (Transfer Request) to the EO/DH for completion. The email will instruct the EO/DH on how to complete the Transfer Request form along with any additional information needed and include submission deadline(s). Additional information may include but is not limited to the applicant's resume and/or application and the job descriptions from both departments: the department the employee is transferring from and the department the employee is transferring to.  
*See Exhibit B – KSA Transfer Request Form*

3. **Department Head/Elected Official Responsibility:** The EO/DH shall complete the required sections of the Transfer Request form and return via email to the Council Administrator and the Personnel Administrator for review. The resume/application for the candidate and the job descriptions from both departments must be included with the Request.

**B. KSA EVALUATION PROCEDURES:**

1. Evaluation Factors: The Council Administrator and Personnel Administrator will review the following factors:
  - a. Are the already recognized KSA of the employee applicable and/or comparable to the KSA that would be expected from a new hire after an equivalent amount of time to the already approved KSA Status?
  - b. Is the position from which the Monroe County employee with an approved KSA Status is transferring from a comparable position to the vacant position?
2. The Personnel Administrator will review the Transfer Request, evaluate as to whether the applicant does or does not have the transferrable KSA based on the information provided on the applicant's resume/application and the associated job descriptions, and complete the appropriate section on the Transfer Request. After completing this review, the Personnel Administrator will forward the Transfer Request to the Council Administrator for further completion.
3. The Council Administrator will review the Transfer Request, evaluate as to whether the applicant does or does not have the transferrable KSA based on the information provided on the applicant's resume/application and the associated job descriptions, and complete the appropriate section on the Transfer Request.
4. If necessary, the Council Administrator and Personnel Administrator may confer about their independent evaluations.
5. The Council Administrator shall forward to the entire Council a copy of the executed KSA Transfer Request along with a redacted resume/application and the job descriptions for the positions. The actual identity of the applicant should be viewed as irrelevant to the Council, with the focus being on the transfer of the KSA Status. The EO/DH and Personnel Administrator will be copied on the email communication to the Council that includes the executed Request.

When forwarding the executed KSA Transfer Request to the Council, the Council Administrator shall indicate if the Council Administrator and the Personnel Administrator have reached a consensus regarding whether the transfer of the KSA Status should be approved and at what level or if the request should be denied.

6. If a Council Member requests a review of the KSA Transfer Request, the Council Member shall notify the Council Administrator, who shall place the item on the Council's next regular or work session agenda (whichever is earlier) for discussion. If no Council Member requests a review of the KSA Transfer **within forty-eight (48) hours (Monday-Friday hours only, excluding weekends and holidays) after the executed KSA Transfer is sent to the Council** by the Council Administrator, the final decision as to the approval or denial of the requested KSA Transfer Status will be delegated to the Council Administrator as outlined in Section 4 below.

Until a final decision has been made by the Council Administrator or the Council with regards to the KSA Transfer Request, any conveyance to the employee/applicant by the EO/DH regarding approval of the KSA Transfer Request is non-binding on the Council. The EO/DH **may** elect to move forward with the transfer of the employee into their department, but if said decision is made before any final decision the KSA Transfer Status will not transfer at that time.

7. The Council Administrator will notify the Council President of a KSA Transfer Request being added to a meeting agenda. The Council Administrator will notify the EO/DH when a Council member has made a request for a review and what date it will be heard by the entire Council. The Personnel Administrator may be asked to attend the Council meeting, if needed.
8. The Council Administrator will notify the EO/DH if the KSA Transfer Request is approved without being heard at a Council meeting.
9. The Council Administrator will update the transferred KSA Status with the tracking log and a note will be added to the Salary Ordinance to indicate the position has a KSA Status for payroll purposes.
10. An employee's approved KSA Status only adjusts the compensation base rate pay for that employee. An employee's approved KSA Status is **not** included in the years of service pertaining to longevity and/or vacation time calculations which are governed by the Monroe County Personnel Policy Handbook.

**C. TRANSFERRING TO A DIFFERENT CLASSIFICATION:**

1. If the employee is transferring into a position with the same classification and level, then there is no change in the hourly rate.
2. If the employee is transferring into a position with a different classification and/or level, the hourly rate **will be evaluated prior to approval**. When comparing positions with different classifications, the hourly rates for the same level will be compared. If the hourly rate with a KSA Transfer Status exceeds the hourly rate of the new position at the same level, the transfer will be approved at the higher compensation rate. If the hourly rate for the new position with the same or less of service exceeds that of the KSA Transfer hourly rate, then the transfer request will be denied allowing for the higher compensation.



#### SECTION 4: APPROVAL OF A KSA STATUS REQUEST

- A. **Decision-Making Authority:** The Council delegates to the Council Administrator the final decision making under Sections 1, 2, and 3 when there is a consensus between the Council Administrator and the Personnel Administrator regarding the KSA Status and/or transfer thereof and no Council Member has requested a review. This delegation of final decision making is beneficial as it potentially decreases the amount of time that it may take for a decision on the KSA Status and/or transfer thereof and allows for notification of the applicant in a quicker timeframe. By delegating the KSA Status approval and/or transfer thereof when there is a consensus, it could enable an applicant and/or transfer to a department without having to wait for the next Council meeting.

It would be a necessity for a KSA Request and/or a Transfer Request to be heard by the entire Council in the following scenarios: 1) there is **not** a consensus between the Council Administrator and the Personnel Administrator or 2) there is a consensus between the Council Administrator and the Personnel Administrator, but a Council Member has requested review of the KSA Request and/or Transfer Request as described under Sections 1, 2, and 3 in Subsection B. When a KSA Request and/or Transfer Request is heard by the entire Council, the final decision of the Request shall rest with the Council.

- B. The KSA Status is exclusively associated with the applicant and the position requested by the EO/DH for the determined period of time. If a KSA approved employee transfers to another Monroe County Government position, the KSA Status **may** transfer, but only with an approval of the Transfer Request.
- C. Until a final decision has been made by the Council Administrator or the Council with regards to the KSA Request and/or Transfer Request, **any conveyance to the employee/applicant by the EO/DH regarding approval of the department's pending request is non-binding on the Council.**
- D. An employee's approved KSA Status only adjusts the compensation base rate pay for that employee. An employee's approved KSA Status is **not** included in the years of service pertaining to longevity and/or vacation time calculations which are governed by the Monroe County Personnel Policy Handbook.

#### SECTION 5: KSA REQUEST PROCEDURES POLICY REVIEW

The KSA Request Procedures Policy will be reviewed annually in March as to its effectiveness in hiring qualified applicants. The Personnel Administrator shall survey prior year departments regarding the process and report at the March Personnel Administration Committee (PAC) Meeting. The report should include any departmental comments from the survey along with any recommendations on improving the process. PAC will then determine if a review of the KSA Request Policy needs to be reviewed and/or updated based on the information provided by the Personnel Administrator.

Resolution 2023-02 was originally presented and approved by the Monroe County Council on the 14th day of February, 2023.

Resolution 2023-02 was presented, amended, and approved by the Monroe County Council on the 14th day of March, 2023.

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MONROE COUNTY COUNCIL, INDIANA

"Aye"

"Nay"

x Kate Wiltz  
Kate Wiltz, President

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Kate Wiltz, President

x Trent Deckard  
Trent Deckard, President Pro Tempore

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Trent Deckard, President Pro Tempore

x Jennifer Crossley  
Jennifer Crossley, Member

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Jennifer Crossley, Member

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Marty Hawk, Member

x Marty Hawk  
Marty Hawk, Member

x Peter Iversen  
Peter Iversen, Member

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Peter Iversen, Member

NOT PRESENT  
Geoff McKim, Member

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Geoff McKim, Member

x Cheryl Munson  
Cheryl Munson, Member

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Cheryl Munson, Member

ATTEST:

Catherine Smith  
Catherine Smith, Auditor  
Monroe County, Indiana

03/15/2023  
Date

Resolution 2023-02 was originally presented and approved by the Monroe County Council on the 14th day of February, 2023.

Resolution 2023-02 was presented, amended, and approved by the Monroe County Council on the 14th day of March, 2023.

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MONROE COUNTY COUNCIL, INDIANA

"Aye"

"Nay"

x   
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Kate Wiltz, President

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Kate Wiltz, President

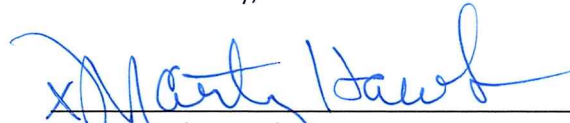
x   
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Trent Deckard, President Pro Tempore


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Trent Deckard, President Pro Tempore

x   
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Jennifer Crossley, Member

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Jennifer Crossley, Member

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Marty Hawk, Member

x   
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Marty Hawk, Member

x   
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Peter Iversen, Member

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Peter Iversen, Member

NOT PRESENT  
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Geoff McKim, Member

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Geoff McKim, Member

x   
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Cheryl Munson, Member

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Cheryl Munson, Member

ATTEST:

  
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Catherine Smith, Auditor  
Monroe County, Indiana

\_\_\_\_\_  
Date