



# OFFICE OF INSPECTOR GENERAL CITY OF JACKSONVILLE

## REPORT OF INVESTIGATION CASE NUMBER: 2016-0004WB

ISSUE DATE: SEPTEMBER 28, 2016

Steven E. Rohan  
Interim Inspector General

*"Enhancing Public Trust in Government"*

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### POSITION QUALIFICATIONS - ACCREDITED COLLEGE DEGREES SYSTEMATIC FAILURE TO VERIFY CANDIDATE REPRESENTATIONS

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#### EXECUTIVE SUMMARY

The Office of Inspector General (OIG) received a complaint on April 7, 2016, which in substance alleged that several City of Jacksonville (COJ) employees and/or candidates had been appointed to positions without meeting an ordinance qualification of possessing a bachelor's degree or higher from an accredited college or university. One of the individuals identified was Derek Igou (Igou), former Acting Director Neighborhoods Department. The complainant was designated as a Whistle-blower based on the information provided. This designation preserves, pursuant to Florida Statute (F.S.) §112.3188, the confidentiality of the complainant's identity.

On April 7, 2016, pursuant to Ordinance §602.303 (j), the complaint was referred to the Office of the State Attorney (SAO) due to allegations relating to violations of Florida Statutes 838.022, Official Misconduct. The SAO immediately referred the matter back to OIG for an administrative investigation.

The OIG investigation determined that in October 2007, the Employee Services Department (Employee Services, formerly known as the Human Resources Department) was aware that Chadwick University (CU), the college from which Igou had obtained a degree, was not accredited; yet Igou was appointed to Deputy Director of Environmental & Compliance Department in 2007, notwithstanding the ordinance qualifications for this position which required such accreditation.

Igou subsequently retired from the City in 2011. He returned to City employment in the Clerk of Courts Office in January of 2013, where he stayed until he was appointed to the position of Acting Director, Neighborhoods Department, in March 2016. As no application for appointment was submitted by Igou, presumably his appointment was founded upon the facts set forth in his pre-existing personnel file and Igou's experience with the City. Per ordinance qualifications, however, the Director, Neighborhoods Department, must have a bachelor's degree or higher from an "accredited" college or university. Igou relied upon the degree from CU to comply with the position requirements.

On April 13, 2016, during the OIG investigation, Igou submitted his resignation from the Acting Director of Neighborhoods Department position to COJ Mayor Lenny Curry effective April 15,

2016, and the resolution confirming his appointment to Director, Neighborhoods Department was withdrawn on April 26, 2016.

The allegation that Igou was appointed to the position of Acting Director, Neighborhoods Department and was being presented for confirmation by the City Council for Director without possessing a bachelor's degree from an accredited college or university was **substantiated**.

The OIG investigation also disclosed that a lack of internal controls existed within Employee Services, specifically (1) the lack of verification of college degrees and transcripts; and (2) the lack of verification of the educational institutions related to degrees and transcripts submitted to ensure that those institutions were recognized by the U.S. Department of Education. As a result of the lack of internal controls, several COJ applicants have obtained positions and/or been promoted to positions for which they did not meet the required educational qualifications (reported separately).

During the course of the investigation the Administration took immediate action to correct the lack of internal controls, which will be outlined in the Management Comment and Corrective Action section of this Report of Investigation.

## INVESTIGATIVE REPORT

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**ALLEGATION**

**Derek Igou (Igou) was appointed Acting Director Neighborhoods Department without meeting an ordinance qualification of possessing a bachelor's degree or higher from an "accredited" college or university.**

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**GOVERNING DIRECTIVES**

- COJ Code of Ordinances, Title III, Executive Branch, Chapter 34, Neighborhoods Department, Part 1. Department Established; Office of Director, Section 34.102, Office of Director;
- COJ Code of Ordinances, Title III, Executive Branch, Chapter 35, Environmental And Resource Compliance Department, Part 1. Department Established Section 35.103, Deputy Director Established; Qualifications and Duties of Deputy Director;
- COJ Civil Service and Personnel Rules and Regulations (CS Rules) (October 2010), Rule 4, Application and Examination, Section 4.02 Application, (3) Qualification of Applicants, subpart (a); and
- CS Rules, Definitions, page 77, definition of Accredited Institution

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**INVESTIGATIVE FINDINGS*****Records Review***

OIG reviewed various records to include Employee Services' and other COJ records, CS Rules, and COJ Code of Ordinances (Ordinances) and determined the following:

The OIG conducted a review of Igou's COJ personnel file and found a copy of his CU diploma and 1997 CU transcript. His CU transcript reflected that he received a Bachelor of Science in Environmental Studies on February 13, 1997. He received fifty-four (54) credit hours for twelve (12) college courses. The CU transcript reflected no transfer credits. Igou's personnel file also contained two college transcripts from Florida Community College at Jacksonville, Jacksonville, FL (FCCJ). Per a review of the FCCJ transcripts, no degrees were awarded to Igou from FCCJ.

Employee Services, after a review of their records, was unable to provide a copy of Igou's application for the appointed official position for the Director, Neighborhoods Department (Neighborhoods). During the OIG investigation, it was determined through testimony that Igou may not have been required to, nor did he; submit an application for the Director or the Acting Director position.

Per a review of Section 34.102 Ordinance Code, Office of Director, there exists a requirement that the Director shall "have a bachelor's degree or higher from an *accredited* college or

university and at least five years of experience in an administrative or executive position.” (Emphasis added.)

Igou was appointed Acting Director, Neighborhoods Department in March of 2016. During April 2016, Resolution 2016-276 was introduced by the Council President at the request of the Mayor to appoint Igou as Director, Neighborhoods Department. The OIG investigation found that attached to the Resolution was a copy of Igou’s resume which listed “Bachelor of Science in Environmental Studies (with Honors), Chadwick University.”

Subsequent to being interviewed by OIG on April 11, 2016, Igou provided various records to both the Mayor’s Office and OIG regarding CU. Per a review of these records, Igou enrolled with CU in March 1994, and completed twelve (12) courses until he received his degree in February 1997. Also included in the records was a copy of 1994 CU Catalogue. Within the 1994 catalogue, CU had specified that they were a member of “The World Association of Universities and Colleges” (WAUC). (Note: The USDOE does not recognize the WAUC as an accreditation agency.)

Included in Igou’s records were copies of an Application for Tuition Reimbursement dated March 15, 1994, in the amount of \$1,570.00 through the COJ’s Tuition Reimbursement Program (Program). Of this amount, only a copy of a COJ Department of Finance check stub for tuition reimbursement in the amount of \$261.66 was included in Igou’s records. OIG attempted to locate Program records relating to Igou and was advised by both the Environmental Quality Division and the Finance and Administration Department that no Program records prior to 1998 were retained.

A review of past COJ legislation disclosed City Council confirmed Igou’s appointment to the following three positions:

- Division Chief of Public Parking Division, Regulatory and Environmental Services Department (2000 to 2003);
- Division Chief of Property Safety Enforcement Division, Neighborhoods Department (2003-2007); and
- Deputy Director of Environmental and Compliance Department (2007 to 2010)

Per a review of the ordinances for each respective position, only the Deputy Director of Environmental and Compliance Department (2007) specified the requirement that the Deputy Director “shall have a bachelor’s degree or higher from an *accredited* college of university...” [See Section 35.103] (Emphasis added.)

During October 2007, Resolution 2007-1179-A was introduced by the Council President at the request of the Mayor to confirm the appointment of Igou as Deputy Director of the Environmental and Compliance Department. The OIG investigation found that attached to the Resolution was a copy of Igou’s resume which listed “Bachelor of Science in Environmental Studies (with Honors), Chadwick University.” Additionally, a Legislative Fact Sheet dated 10/17/07 indicated under the Action Items section, that the box “No” was checked next to the Waiver of Code. The Resolution was adopted on November 27, 2007.

OIG located and reviewed internal COJ emails written in October 2007 by Dawn Daly (Daly), HR Coordinator, Talent Acquisition, Human Resources (HR) Department, COJ, which concerned Igou's educational qualifications and whether CU was an "accredited" institution. Per a review of those emails, specifically dated October 24 and October 25, 2007, Daly determined that Igou's degree was from a non-accredited institution, as it was not listed in the National Student Clearinghouse (NSC) website. The emails reflected that Daly brought this to the attention of Rebecca Salter, former Manager, Talent Acquisition, HR Department, COJ.

### *Testimony*

#### *Statement of Complainant*

Complainant advised that on March 28, 2016, the complainant received a telephone call from a former COJ employee (whom the complainant refused to identify) who advised that Igou had submitted a "fake degree" from CU to Employee Services.

#### *Statement of Tina Miller, Human Resource (HR) Specialist, Talent Management, Employee Services, COJ*

Miller advised her current job duties included working in Employee Recruitment where she posted vacancies (external and internal) and reviewed applications for eligibility. As of April 13, 2016, HR staff had not been verifying the validity of college degrees and/or college transcripts.

#### *Statement of Diane Moser, Chief, Talent Management, Employee Services, COJ*

Moser first learned about Igou having a college degree from a non-accredited institution during a meeting with Sam Mousa, Chief Administrative Officer, COJ, possibly sometime in March 2016. Moser stated that Igou would not have been required to submit an application to Employee Services for an appointed official position, and further added that Employee Services would not have had a role regarding Igou's appointment to Neighborhoods Department. She stated that she prepared the draft legislation for his appointment; however she did not personally review his qualifications or education.

#### *Statement of Kelli O'Leary, Director, Employee Services, COJ*

On April 12, 2016, Marlene Russell, Director Organizational Effectiveness, Finance and Administration Department, COJ notified her (O'Leary) that Igou may have relied upon a bachelor's degree from a non-accredited college or university. Prior to this date she was not aware of this issue. She conducted research into Igou's college/university and found the accrediting agency was an international agency.

O'Leary stated that the COJ adheres to the CS Rules definition of an accredited institution, "as an institution of higher learning accredited by an accrediting agency or state approval agency recognized by the USDOE..." She also stated that COJ employees should submit to Employee Services college degrees from accredited institutions recognized by USDOE. O'Leary stated COJ would not recognize a college degree from an international college or university that was not recognized by the USDOE.

Based upon O'Leary's understanding of the CS Rules, the Head of HR/Employee Services had the discretion to accept and approve a non-accredited degree for a job specification. However, as Director of Employee Services, she had never deviated from the CS Rules' definition.

O'Leary believed COJ job specifications should contain clear verbiage that only college degrees from accredited institutions would be accepted. This would allow employees to be unequivocally aware of expectations and would protect the COJ.

***Statement of Dawn Daly, HR Coordinator, Talent Acquisition, Employee Services, COJ***

Daly had held this position since approximately 2003. In 2007, under her former manager Rebecca Salter (no longer with the COJ), Talent Acquisition, Daly conducted college degree verifications using the National Student Clearinghouse (NSC) website for both Chief and Director positions. Salter performed the same college degree verifications for high-level positions such as Mayoral staff. Daly advised that college degree verifications were not conducted for any positions below Chief and Director positions.

During her OIG interview, Daly was shown emails dated October 24 and October 25, 2007, regarding research she conducted relating to Igou's degree verification. After reviewing these emails, Daly recalled that in 2007 she attempted to verify a college degree for Igou which she thought may have been for the appointed official position of Deputy Director, Environmental and Compliance Department, COJ. Daly determined Igou's degree was from a non-accredited institution, as it was not listed in the NSC website. Daly stated that she brought this to Salter's attention.

Daly believed Salter had brought Igou's non-accredited college degree to the attention of her supervisor, Adrian Trott, former Chief, HR, COJ (retired in March 2010). Daly did not know any details of the conversation(s) which may have occurred between Salter and Trott regarding this issue. Salter told Daly, "don't worry about it" as she (Salter) would handle the matter (likely sometime after October 25, 2007). Daly had no first-hand knowledge if anyone notified or discussed with Igou in 2007 that his college degree was from a non-accredited institution.

***Statement of Derek Igou, former Acting Director, Neighborhoods Department, COJ***

Igou stated he attended Florida Junior College at Jacksonville, Jacksonville, FL off and on for several years but he did not obtain a degree from this institution. In 1994, he signed up for the Program and attended CU, as he was informed of this institution by a COJ employee (who is now deceased). In addition, Igou reported that he was aware of other COJ employees (specifically Jacksonville Sheriff's Office personnel) attending this institution. He indicated that he did not know anyone else personally who had attended CU.

Igou stated that he was enrolled at CU from April or May 1994 through February 1997. According to Igou, he completed all of his course work, including tests, through e-mail while CU provided him textbooks. He advised that he received additional course credits towards his Bachelor's degree after providing CU with his life experience and prior educational history, although these credits were not reflected on the CU transcript. Igou believed that the Southeastern Association of Colleges and Universities had accredited CU; however, he did not personally verify whether CU was an accredited institution.



Igou stated that he was fully reimbursed for his studies at CU by COJ. He said that COJ required institutions to be from accredited institutions; therefore, if CU was not accredited then the COJ would not have approved the institution for the tuition reimbursement. Igou added that for twenty years COJ had accepted his degree.

Note: On April 13, 2016, Igou submitted his resignation from the Acting Director of Neighborhoods Department position to COJ Mayor Lenny Curry effective April 15, 2016. Subsequently, Resolution 2016-2796 was withdrawn by the Administration on April 26, 2016.

***Michael S. Johnson, Senior Vice President/Chief of Staff for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Decatur, GA (written testimony)***

Johnson confirmed via email that CU was never accredited through SACSCOC, an USDOE approved accrediting agency. OIG advised the Administration of these findings.

## **CONCLUSION**

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The positions of Director of the Neighborhoods Department (for which Igou was in the process of being appointed and confirmed in April 2016), as well as that of the Deputy Director of Environmental & Compliance Department (Igou held from approximately 2007 – 2010) required a Bachelor's degree or higher from an **accredited** institution.

The City of Jacksonville's (COJ) Employee Services Department's (Employee Services) records disclosed Igou's personnel file contained a college diploma and a 1997 college transcript from Chadwick University (CU), Alabama. Per U.S. Department of Education (USDOE), CU is not an accredited institution.

The investigation also determined that in October 2007, Employee Services (formerly known as the Human Resources Department) was aware that CU was not accredited and, despite this, Igou was appointed and confirmed as Deputy Director of Environmental & Compliance Department in 2007. Further, the investigation determined that the COJ paid a portion of Igou's tuition through the COJ Tuition Reimbursement Program.

Based upon the records reviewed and the statements obtained during this investigation the allegation that Igou was appointed to the position of Acting Director, Neighborhoods Department, and was being presented for confirmation by the City Council for Director without possessing a bachelor's degree from an accredited college or university was **substantiated**.

The OIG investigation also disclosed that a lack of internal controls existed within Employee Services, specifically (1) the lack of verification of college degrees and transcripts; and (2) the lack of verification of the educational institutions related to degrees and transcripts submitted to ensure that those institutions were recognized by the USDOE. As a result of the lack of internal controls, several COJ applicants have obtained positions and/or been promoted to positions for which they did not meet the required educational qualifications (reported separately). During the course of the investigation the Administration took immediate corrective action relating to the

lack of internal controls, as outlined in the Management Comment and Corrective Action section.

### RECOMMENDED CORRECTIVE ACTIONS

During the course of this investigation OIG identified a lack of internal controls. The OIG recognizes that the Administration took immediate action to rectify the lack of internal controls.

The OIG recommends that those corrective actions include the following:

1. Review, verify, and update all citywide position descriptions that require a college degree to ensure that the appropriate definition of “accredited institution” is included in all job descriptions to ensure consistency and uniformity. Provide a comprehensive list of all so-updated position descriptions. This recommendation should also extend to all future job announcements if a college degree is required.
2. Review and update applicable ordinances to ensure that the verbiage “accredited institution” is included in all ordinances that identify qualifications requiring college degrees to ensure consistency and uniformity. Provide a list of all such ordinances needing updating and a list of those ordinances updated.
3. Develop written policies and procedures regarding the verification process of all types of educational credentials (i.e. college degrees, professional licenses and certifications) for all citywide positions, to include appointed officials, and COJ applicants. Consider incorporating an education verification checklist that adheres to the State of Florida document retention guidelines for both employees and applicants.
4. Consider using a third party vendor to verify that college degrees are from accredited institutions, for both internal and external applicants.

In addition, OIG requests that the Administration advise if any personnel action(s) (including all outcomes) are taken as a result of this investigation.

### IDENTIFIED, QUESTIONED, AND AVOIDABLE COSTS

**Identified Costs:** N/A

**Questioned Costs:** N/A

**Avoidable Costs:** N/A

### IGOU'S RESPONSE

On August 25, 2016, the OIG hand delivered a copy of the draft Report of Investigation to Igou who was provided the opportunity to submit a written explanation or rebuttal to the findings as stated in this Report of Investigation within ten (10) calendar days. On September 6, 2016, a written response on behalf of Igou was received via email from Cindy Laquidara, Akerman, LLP, 50 North Laura Street, Suite 3100, Jacksonville, FL 32202, and is attached in its entirety to this report. The response was reviewed and considered but did not provide any information that would change the OIG's findings, conclusions, or recommendations.



**MANAGEMENT COMMENTS AND CORRECTIVE ACTIONS**

On August 25, 2016, the Chief Administrative Officer, Office of Mayor Lenny Curry, City of Jacksonville, FL was provided the opportunity to submit a written explanation or rebuttal to the findings as stated in this Report of Investigation within twenty (20) calendar days, due on or before September 14, 2016. The Administration subsequently requested and was granted an extension with a response then due on September 21, 2016. On September 21, 2016, a written response was received from the Office of Mayor Lenny Curry and is attached in its entirety to this report.

As a result of this investigation, the Office of Mayor Lenny Curry implemented various corrective actions per their attached response. Of significance, the Administration is adding the word "accredited" to all appointed employee job specifications requiring a degree and is working with the respective unions concerning adding this language to Civil Service job specifications. Additionally, the City is now using a clearinghouse to verify accredited schools and to confirm that the applicants/employees have attended and/or graduate proffered colleges and universities. Further, the City has also updated and/or revised policies and procedures relating to the verification of educational credentials, professional licenses and certificates required for City positions. The City also identified the ordinances which lack the verbiage "accredited institution" for those that identify qualifications requiring college degrees.

Respectfully Submitted,



Steven E. Rohan  
Interim Inspector General  
September 28, 2016

Attachments:

- D. Igou's Response (through Cindy Laquidara, Akerman, LLP), dated September 6, 2016
- Management's Response, dated September 21, 2016, (with accompanying attachments)

cc: IG Distribution A

**This investigation has been conducted in accordance with the ASSOCIATION OF INSPECTORS GENERAL Principles & Quality Standards for Investigations.**

Akerman

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September 6, 2016

**VIA E-MAIL (inspectorgeneral@coj.net)**Lisa A. Green  
Director of Investigations  
Office of the Inspector General  
P.O. Box 43586,  
Jacksonville, FL 32202Re: Your Draft Report of Investigation  
Case Number: 2016-0004WB

Dear Ms. Green:

At Derek Igou's request, I have reviewed the above referenced report. To that end, please note the following:

1. You have cited a 2007 submission by Mr. Igou, 9 years and 2 previous administrations ago, initiated and approved by now-deceased Bill Marshall. Documentation of his approval is available in the file. Mr. Igou is not working for the Administration, but is employed by the Clerk of Courts. He did not proceed with his employment on the issue you questioned, despite the prior approval of his then-acceptable degree by Mayor Peyton.
2. Your present report states: "As no application for appointment was submitted by Igou, *presumably* his appointment was founded upon the facts set forth in his pre-existing personnel file and his experience with the City." This presumption is inadequate to continue this investigation.
3. Even if there were an issue with his City of Jacksonville approved reimbursement for his degree in 2007, the statute of limitations has run. You have no authority to issue a report against a former employee arising out of actions taken by previous City Councils and

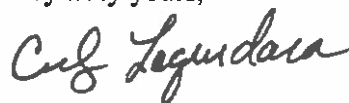
Mayors.

4. This is also a public records request for any document supporting your claim that his issue arose from a whistleblower.
5. In the event that the above does not result in the warranted dismissal or removal of Mr. Igou's name from any final report, please provide all emails to any person other than employees of the Office of Inspector General regarding Mr. Igou, including but not limited to those of the complainant, Tina Miller, Diane Moser, Kelli O'Leary, Dawn Daly, and Michael S. Johnson.
6. Please provide any documents indicating who has received a copy of this draft report.

We trust that we have provided the necessary support for you to end an investigation, regarding a former employee, based upon presumptions that are not supported in the record. Even had Mr. Igou relied to his detriment on a degree from an institute that years later had accreditation issues, the statute would have run. It is inappropriate to overrule the determination of the 19 elected council members or the previous mayor, where there can be no evidence that the college from which he obtained his degree over a decade ago was not acceptable to the City who reviewed, investigated, and approved of the degree and of his appointment. The entire process from 2007 cannot now be reopened, and is unnecessary to your presumed goal of improving the approval process.

Further, under the United States Constitution, Mr. Igou has the right to confront his accuser. We thank you for your termination of the pursuit of a claim based on a "presumption" from 2007, which would overturn the actions of the city council and mayor that appointed him with the approval of a now-deceased employee.

Very truly yours,



Cindy Laquidara

cc: Derek Igou



## OFFICE OF MAYOR LENNY CURRY

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To: Steve Rohan  
Interim Inspector General

From: Marlene Russell *Marlene Russell*  
Director of Organizational Effectiveness

Date: September 21, 2016

SUBJECT: Response – Draft Report of Investigation  
Case No. 2016-0004WB

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Based on the conclusions in subject report and the recommended corrective actions from the Office of Inspector General, below are management comments regarding same.

### Report Conclusion

The positions of Director of the Neighborhoods Department (for which Igou was in the process of being appointed to in April 2016), as well as that of the Deputy Director of Environmental & Compliance Department (Igou held from approximately 2007 - 2010) required a Bachelor's degree or higher from an accredited institution.

The City of Jacksonville's (COJ) Employee Services Department's (Employee Services) records disclosed Igou's personnel file contained a college diploma and a 1997 college transcript from Chadwick University (CU), Alabama. Per U.S. Department of Education (USDOE), CU is not an accredited institution.

The investigation also determined that in October 2007, Employee Services (formerly known as the Human Resources Department) was aware that CU was not accredited and, despite this, Igou was appointed to Deputy Director of Environmental & Compliance Department in 2007. Further, the investigation determined that the COJ paid a portion of Igou's tuition through the COJ Tuition Reimbursement Program.

Based upon the records reviewed and the statements obtained during this investigation, the allegation was substantiated.

The OIG investigation also disclosed that a lack of internal controls existed within Employee Services, specifically (1) the lack of verification of college degrees and transcripts; and (2) the lack of verification of the educational institutions related to degrees and transcripts submitted to ensure that those institutions were recognized by the USDOE. As a result of the lack of internal controls, several COJ applicants have obtained positions and/or been promoted to positions for which they did not meet the

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required educational qualifications (reported separately). During the course of the investigation the Administration took immediate corrective action relating to the lack of internal controls, as outlined in the Management Comment and Corrective Action section.

**Recommended Corrective Action 1:**

Review, verify, and update all citywide position descriptions that require a college degree to ensure that the appropriate definition of "accredited institution" is included in all job descriptions to ensure consistency and uniformity. Provide a comprehensive list of all so- updated position descriptions. This recommendation should also extend to all future job announcements if a college degree is required.

**Management Comments:**

The Employee Services Department is adding the word "accredited" to all appointed employee job specifications requiring a degree. This job category will be completed by September 23, 2016. Civil Service job specifications require union notification and this part of the project will be completed by October 31, 2016. This recommendation will be extended to all future job announcements for *required* degrees.

**Recommended Corrective Action 2:**

Review and update applicable ordinances to ensure that the verbiage "accredited institution" is included in all ordinances that identify qualifications requiring college degrees to ensure consistency and uniformity. Provide a list of all such ordinances needing updating and a list of those ordinances updated.

**Management Comments:**

The attached spreadsheet (Appointed Official Position Requirements) contains a list of the appointed positions and the Ordinance Code requirements. This list includes all appointed official positions with minimum job requirements. It does not include any positions within City Council nor does it include the Constitutionals (Clerk of Courts, Supervisor of Elections, and Tax Collector's Office have no appointed official positions; whereas JSO and Property Appraiser do).

**Recommended Corrective Action 3:**

Develop written policies and procedures regarding the verification process of all educational credentials (i.e. college degrees, professional licenses and certifications) for all citywide positions for both internal and external COJ applicants. Consider incorporating an education verification checklist that adheres to the State of Florida document retention guidelines for both employees and applicants.

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**Management Comments:**

The following documents listed below describe the processes and procedures performed by the Employee Services Department to verify educational credentials, professional licenses and certifications required for City of Jacksonville positions.

- Determining Eligibility – this includes an assessment of the applicants' education and the qualification requirements
- Education Verification Procedure – this provides each of the work units' responsibilities for verifying education with college/university (or postsecondary institution)
- Verifying and Maintaining required Certifications and Licenses – this procedure outlines the process for verifying and maintaining certifications and professional licenses
- Hiring Process Checklist for Employee Services Business Partner – checklist utilized by the HR Business Partner to ensure all requirements are met prior to hire or promotion
- New Hire Attachment Checklist – checklist utilized to verify all required documents have been received

**Recommended Corrective Action 4:**

Consider using a third party vendor to verify that college degrees are from accredited institutions, for both internal and external applicants.

**Management Comments:**

The name of the clearinghouse Employee Services utilizes to verify accredited schools and to confirm that the applicant/employee has attended and/or graduated is National Student Clearinghouse ([www.studentclearinghouse.org](http://www.studentclearinghouse.org)).

The Administration takes the investigation finding listed very seriously and has reviewed each recommended corrective action and responded accordingly.

Please let me know if you have any questions.

cc: Lisa Green, Director of Investigations  
Sam E. Mousa, P.E., Chief Administrative Officer  
Kelli O'Leary, Director, Employee Services Department  
Marsha Oliver, Director, Public Affairs  
File No. 2016-0004WB

Attachments: Appointed Official Position Requirements spreadsheet  
Employee Services Forms – Determining Eligibility, Education Verification Procedure  
Verifying and Maintaining required Certifications and Licenses, Hiring Process  
Checklist for HR Business Partner, and New Hire Attachment Checklist

**Appointed Official Position Requirements**

Dept.	Job Title	Degree Required?	Degree Accredited?	Professional License Required?	Open Requirements/Supplemental Information	Ordinance Code
Downtown Investment Authority	DOWNTOWN INVESTMENT AUTHORITY/CEO	Yes	No	No	A minimum of five (5) years of progressively responsible experience in downtown redevelopment or similar capacity, at least four (4) years of which should be in a supervisory or consulting role or an equivalent combination of training and experience. A Bachelor's degree is required in a related field such as city planning, real estate, finance, architecture, urban design, or public administration, with a strong preference for a Master's degree in a related discipline, all as described in further detail in the DIA CEO Qualifications and Criteria Schedule attached as Revised Exhibit 1 to Ordinance 2012-680-E.	Sec 55 108
Employee Services	DIRECTOR OF EMPLOYEE SERVICES	Yes	Yes	No	Shall have a bachelor's degree or higher from an accredited college or university and at least five (5) years full time experience in human resources management.	Sec 33 102
Employee Services	CHIEF OF COMPENSATION AND BENEFITS	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university, proven administrative ability, and at least five years' experience in the field of compensation and employee benefits management.	Sec 33 302
Employee Services	CHIEF OF EMPLOYEE AND LABOR RELATIONS	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university, proven administrative ability, and at least five years of experience in the field of labor and employment law.	Sec 33 402
Employee Services	CHIEF OF TALENT MANAGEMENT	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university, proven administrative ability, and at least five years' of experience in the field of employee recruiting, training, and employee services management.	Sec 33 202
Finance and Administration	DIRECTOR OF FINANCE & ADMINISTRATION/ CHIEF FINANCIAL OFFICER	Yes	Yes	No	Shall have a bachelor's degree or higher from an accredited college or university in finance, accounting, business administration, public administration, or a similar field, and seven (7) years' experience in public or governmental finance, three of which are in a management capacity. Must possess a thorough understanding of the principles of municipal finance, budgeting, and accounting, and of applicable provisions of the Laws of the State of Florida, or an equivalent combination of education, experience, and accounting, and possess proven administrative ability, and a record of exceptional performance in an executive level public or private sector financial management position.	Sec 24 102
Finance and Administration	BUDGET OFFICER	Yes	Yes	No	Bachelor's Degree or higher from an accredited college or university in business, accounting or public administration, and at least five years' experience in budget preparation or public management.	Sec 24 502
Finance and Administration	CHIEF OF FLEET MANAGEMENT	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university or other commensurate training and experience and at least five years' experience in an administrative or executive position in the management, maintenance, and repair of motor vehicles, equipment, or similar operations.	Sec 24 802
Finance and Administration	CHIEF OF INFORMATION TECHNOLOGIES	Yes	Yes	No	Bachelors' Degree from an accredited institution and five or more years of progressively responsible related experience in information technology, systems, strategic planning and project management or any equivalent combination of education, experience and training that provides the required knowledge, skills and abilities.	Sec 24 702
Finance and Administration	CHIEF OF PROCUREMENT DIVISION	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university and at least five years of experience in an administrative or executive position as a purchasing agent for a business, corporation, governmental body or have a law degree or other commensurate training and experience.	Sec 24 602
Finance and Administration	CITY COMPTROLLER	Yes	Yes	No	Bachelors' Degree or higher in an accredited college or university in accounting and at least five years supervisory experience in general accounting or equivalent training and experience.	Sec 24 302
Finance and Administration	RISK MANAGER	Yes	Yes	No	Bachelors' Degree or higher in an accredited college or university in business, insurance and/or risk management or a law degree and at least five years' experience in insurance and risk management activities, including workers' compensation, automobile and general liability matters at a professional level.	Sec 24 402
Finance and Administration	TREASURER	Yes	Yes	No	Bachelors' Degree or higher from an accredited college or university in finance, accounting, business management or a related subject and shall have substantial experience in the area of public or private financial management. Professional designations such as CFA, CPA, CFP, and CTP desired.	Sec 24 202



**Appointed Official Position Requirements**

Dept.	Job Title	Degree Required?	Degree Accredited?	Professional License Required?	Open Requirements/Supplemental Information	Ordinance Code
Fire and Rescue	DIRECTOR OF FIRE AND RESCUE	Yes	Yes	No	Must possess a bachelor's degree or higher from an accredited college or university and have a minimum of five years administrative experience in the field of public safety, or commensurate training and experience.	Sec 31.101
Fire and Rescue	CHIEF OF FIRE OPERATIONS	No	No	No	The Chief, Fire Operations shall have at least five years' experience in the administration of firefighting, emergency medical or rescue personnel, equipment and apparatus; or commensurate training and experience.	Sec 31.202
Fire and Rescue	CHIEF OF FIRE TRAINING	No	No	No	The Chief shall have at least five years' experience in the administration, training or management of fire fighting, emergency medical or rescue personnel, equipment and apparatus.	Sec 31.402
Fire and Rescue	CHIEF OF RESCUE	No	No	No	The Chief shall have at least five years' experience in the administration or management of firefighting, emergency medical or rescue personnel, equipment and apparatus.	Sec 31.302
Fire and Rescue	CHIEF OF FIRE PREVENTION	No	No	No	The Chief shall have had at least five years' administrative or executive experience.	Sec 31.502
Fire and Rescue	CHIEF OF EMERGENCY PREPAREDNESS	No	No	No	The Chief shall have had at least five years' administrative or executive experience.	Sec 31.602
General Counsel's Office	GENERAL COUNSEL	No	NA	Yes	Shall be an attorney licensed to practice law in the State of Florida and have at least five (5) years' experience in the practice of law.	Sec 25.102
Inspector General	INSPECTOR GENERAL	Yes	Yes	No	A bachelor's degree or higher from an accredited college or university, and at least ten years of experience in government auditing, investigation, or prosecutorial or criminal justice administration, public administration or business administration. A master's degree or higher is preferred. Professional certifications such as certified inspector general, certified inspector general auditor or investigator, certified public accountant, certified internal auditor, or certified fraud examiner are recommended. The Inspector General shall not have been found guilty of or entered a plea of nolo contendere to any felony, or any misdemeanor involving the breach of public trust. Unless a certification is already held, the Inspector General shall be required to obtain certification within 24 months of becoming the Inspector General. Preferred experience: Ten (10) years of responsible work in Federal, State, or Local law enforcement officer/official or as an Inspector General, or ten (10) years of responsible work as a Certified Public Accountant, Internal Auditor government attorney with expertise in investigating fraud, mismanagement and corruption or as a person with progressive supervisory and management experience in an investigative public agency similar to an Inspector General's Office; including ten (10) years of related supervision; or any equivalent combination of related training and experience.	Sec 602.304
Medical Examiner	DISTRICT CHIEF MEDICAL EXAMINER	No	NA	Yes	A practicing physician in pathology that is a member of the Medical Examiners Commission shall be eligible to serve as a district medical examiner upon approval by the Governor. (Fl 406.06)	FS 406.06
Military Affairs and Veterans	DIRECTOR OF MILITARY AND VETERANS AFFAIRS	Yes	Yes	No	The Director shall have a bachelor's degree or higher from an accredited college or university and have at least five years of administrative experience.	Sec 22.102
Neighborhoods	DIRECTOR OF NEIGHBORHOODS	Yes	Yes	No	The Director shall have a bachelor's degree or higher from an accredited college or university and at least five years of experience in an administrative or executive position.	Sec 34.102
Neighborhoods	OPERATIONS DIRECTOR/NEIGHBORHOODS	Yes	Yes	No	The Operations Director shall have a four year degree from an accredited university or college, and a minimum of five years of experience in an administrative or regulatory position.	Sec 34.103
Neighborhoods	CHIEF OF ANIMAL CARE AND PROTECTIVE SERVICES	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university and at least five years of management experience preferably in the management of an animal care facility.	Sec 34.602
Neighborhoods	CHIEF OF ENVIRONMENTAL QUALITY	Yes	Yes	Yes	The Chief shall have a bachelors degree or higher from an accredited college or university with five years of engineering or pollution control experience, including at least two years of experience in air and water pollution control activities and shall be registered by the State of Florida as a Professional Engineer within one year of appointment.	Sec 34.402
Neighborhoods	CHIEF OF HOUSING AND COMMUNITY DEVELOPMENT	Yes	Yes	No	Shall have a bachelor's degree or higher from an accredited college or university and at least (5) five years of experience in affordable housing or in community planning, and have proven administrative experience.	Sec 34.202

**Appointed Official Position Requirements**

Dept.	Job Title	Degree Required?	Degree Accredited?	Professional License Required?	Open Requirements/Supplemental Information	Ordinance Code
Neighborhoods	CHIEF OF MOSQUITO CONTROL	Yes	Yes	Yes	The Chief shall have a bachelor's degree or higher from an accredited college or university and shall have at least five years of experience in mosquito control. Per Chapter 388, F.S., SE-13.032, candidate must hold a valid Public Health Pest Control license and a State Director's Certification prior to appointment or obtain the Director's Certification within six (6) months of employment.	Sec 34.502
Neighborhoods	CHIEF OF MUNICIPAL CODE COMPLIANCE	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university and at least five years of experience in an administrative or management position.	Sec 34.302
Office of Economic Development	ECONOMIC DEVELOPMENT OFFICER	Yes	Yes	No	The Officer shall have a bachelor's degree or higher from an accredited university or college. The officer shall possess at least ten years professional experience in commercial real estate, deal structuring, fundamental economics, banking or related legal experience and high-level negotiations, which must include at least two years of economic development and financial analysis.	Sec 26.102
Parks, Rec and Comm Services	DIRECTOR OF PARKS, RECREATION, AND COMMUNITY SERVICES	Yes	Yes	No	The Director shall have a bachelor's degree or higher from an accredited college or university in recreation management, sociology, psychology, public/business administration, management or similar field and at least five years of progressively responsible experience in a management or executive position. Certification within field of expertise is preferred.	Sec 28.102
Parks, Rec and Comm Services	CHIEF OF DISABLED SERVICES	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university and have at least five years of administrative experience in at least one of the areas of responsibility.	Sec 28.902
Parks, Rec and Comm Services	CHIEF OF NATURAL AND MARINE RESOURCES	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university and at least five years of management or executive experience in natural resource recreation.	Sec 28.402
Parks, Rec and Comm Services	CHIEF OF RECREATION & COMMUNITY PROGRAMMING	Yes	Yes	Yes	The Chief shall have a bachelor's degree or higher from an accredited college or university in the recreation field and at least five years of progressive management experience in the recreation field and be a Certified Park & Recreation Professional or Certified Park & Recreation Executive.	Sec 28.302
Parks, Rec and Comm Services	CHIEF OF SENIOR SERVICES	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university in psychology, sociology or a related field and at least five years of experience in the social services or related field.	Sec 28.602
Parks, Rec and Comm Services	CHIEF OF SOCIAL SERVICES	Yes	Yes	No	The Chief shall have a bachelor's degree or higher from an accredited college or university in sociology, psychology or a related field and have at least five years of administrative experience in at least one of the areas of responsibility.	Sec 28.502
Planning and Development	DIRECTOR OF PLANNING AND DEVELOPMENT	No	No	No	Possess a master's degree in public administration, urban planning or a related field or shall have ten years' professional and administrative experience in a managerial capacity, at least five of which shall be in an urban planning agency or organization. The Chief shall possess a Standard Building Code Administrators license, pursuant to F.S. § 468.609, and shall have been employed by the building inspection component of a municipal government for at least one year. A preference shall be given to individuals who have had at least five years of experience as a Certified Building Contractor or Certified General Contractor.	Sec 30.101
Planning and Development	CHIEF OF BUILDING INSPECTION	No	NA	Yes	Possess bachelor's degree or higher in an accredited college or university degree in urban or regional planning, geography or civil engineering, community planning, architecture, landscape architecture, public administration or related field and at least seven years' experience in comprehensive community planning or at least five years of experience with a master's degree in any of the listed fields, or commensurate training and experience, and shall have proven administrative experience.	Sec 30.602
Planning and Development	CHIEF OF COMMUNITY PLANNING	Yes	Yes	No	Possess a college degree in urban planning, community planning, regional planning, architecture, geography or landscape architecture public administration or related field and at least seven years' experience in comprehensive community planning, or at least five years of experience with a master's degree in any of the listed fields, or commensurate training and experience, and shall have proven administrative experience.	Sec 34.202
Planning and Development	CHIEF OF CURRENT PLANNING	Yes	No	No	Possess a college degree in urban planning, community planning, regional planning, architecture, geography or landscape architecture public administration or related field and at least seven years' experience in comprehensive community planning, or at least five years of experience with a master's degree in any of the listed fields, or commensurate training and experience, and shall have proven administrative experience.	Sec 30.302



**Appointed Official Position Requirements**

Dept.	Job Title	Degree Required?	Degree Accredited?	Professional License Required?	Open Requirements/Supplemental Information	Ordinance Code
Planning and Development	CHIEF OF DEVELOPMENT SERVICES	Yes	Yes	No	Possess bachelor's degree or higher in an accredited college or university in urban or regional planning, geography or civil engineering, community planning, architecture, landscape architecture, public administration or related field and at least seven years' experience in civil engineering or at least five years of experience with a master's degree in any of the listed fields, or ten years' experience in civil engineering with an associate's degree in civil engineering or commensurate training and experience, and shall have proven administrative experience.	Sec 30 502
Planning and Development	CHIEF OF TRANSPORTATION PLANNING	Yes	No	No	Possess a college degree in urban planning or urban design or related field and have at least 10 years' experience in transportation planning and management experience, or at least five years of transportation experience with a master's degree in any of the listed fields, or commensurate training and experience, and shall have proven administrative experience.	Sec 30 802
Public Library	LIBRARY DIRECTOR	Yes	Yes	No	A Master's degree in Library or Information Science from an American Library Association accredited school and ten years professional experience in a large and diverse library system to include at least five years in library management at the senior level with budget experience. Must be able to work with a large and diverse population; must possess a thorough knowledge and understanding of the principles of public librarianship, customer service, and organizational dynamics.	Sec 90 103
Public Works	DIRECTOR OF PUBLIC WORKS	No	NA	Yes	The Director shall be registered by the State of Florida as a Professional Engineer and have at least five years experience in industrial or municipal public works.	Sec 32 101
Public Works	OPERATIONS DIRECTOR/PUBLIC WORKS	No	NA	Yes	The Operations Director shall be registered by the State of Florida as a Professional Engineer and have at least five (5) years of management or executive experience.	Sec 32 104
Public Works	CHIEF OF ENGINEERING & CONSTRUCTION MANAGEMENT	No	NA	Yes	Shall be registered by the State of Florida as a Professional Engineer and have at least five years' experience as an engineer in the public works field or in private industry. The City Engineer shall serve as staff to the Context Sensitive Streets Standards Committee set forth in Section 32.702, Ordinance Code and serve as the Chairman of the Subdivision Standards and Policy Advisory Committee.	Sec 32 202
Public Works	CHIEF OF MOWING AND LANDSCAPE MAINTENANCE	No	No	No	The Division Chief shall have a minimum of seven years supervising <i>landscape maintenance</i> and <i>mowing</i> for government entities. Candidates with horticulturist, arborist, agribusiness or <i>landscape architecture</i> degrees should be given preference.	Sec 32 802
Public Works	CHIEF OF PUBLIC BUILDINGS	No	NA	No	The Chief shall have at least five years experience in maintenance work.	Sec 32 502
Public Works	CHIEF OF REAL ESTATE	Yes	Yes	No	Shall have a bachelor's degree or higher from an accredited college or university and at least five (5) years real estate experience in industry, government, brokerage or appraisal.	Sec 32 402
Public Works	CHIEF OF RIGHT OF WAY AND STORMWATER MAINTENANCE	Yes	No	Yes	Shall have a four year degree in engineering, construction or construction management. Must be a registered Professional Engineer with a license in the State of Florida. A minimum of 5 years experience in managing buildings or working in the fields of building management, traffic engineering, or roadway and drainage design and maintenance.	Sec 32 302
Public Works	CHIEF OF SOLID WASTE DIVISION	Yes	Yes	No	Shall have a bachelor's degree or higher in an accredited college or university and at least five (5) years management experience in the solid waste industry.	Sec 32 602
Public Works	CHIEF OF TRAFFIC ENGINEERING	No	NA	Yes	Shall be registered as a Professional Engineer and have at least five years traffic engineering experience in a responsible capacity. Bachelor's degree is required. Eight years of professional experience in the areas of Sports and Entertainment. A minimum of five years of senior level administrative experience, preferably with a background in a sports related organization is preferred. Knowledge and experience in budgeting, financial management, public relations, and communication with support groups, sponsors, and volunteers is required.	Sec 32 902
Sports and Entertainment	SPORTS AND ENTERTAINMENT OFFICER	Yes	No	No		Sec 27 102

# EMPLOYEE SERVICES

## Procedures



Revised: 7/14/16, 6/28/16  
 Established: 8/19/15

### Determining Eligibility for Internal and External Recruitment

**Definition** This procedure details the process for determining eligibility for internal and external postings. Guidelines for eligibility lists are also include.

**Responsible** HR Specialist and HR Business Partner

**Corresponding Directive**

**Notes**

**Procedure:**

Actions	Description	Responsible
1. Moving Applicants through NEOGOV	<p><u>Step 1</u> (Applications Received):</p> <ol style="list-style-type: none"> <li>1. Move all applicants to step 2.                             <ol style="list-style-type: none"> <li>a. Select <i>Go to Supplemental Questionnaire</i></li> <li>b. Select <i>All</i></li> </ol> </li> </ol> <p><u>Step 2</u> (Supplemental Questionnaire):                      The system scores the responses to the questions based on the scoring plan that was set up in NEOGOV.</p> <ol style="list-style-type: none"> <li>1. Move all applicants with a passing score to Step 3                             <ol style="list-style-type: none"> <li>a. Select <i>Advance to Next Step</i></li> <li>b. Select <i>Passing</i></li> </ol> </li> <li>2. Check the responses for the first few failing to ensure the scoring plan is set up correctly.</li> <li>3. Send an email notification to failed applicants.</li> </ol>	HR Specialist/HR Business Partner

Actions	Description	Responsible
	<p>a. Select <i>Email Notify</i></p> <p>b. Select <i>Failed or Selected</i>. (Use selected when some applicants have already received a notice.)</p> <p>c. Choose template: <i>Did Not Meet Minimum Qualifications - Supplemental Questionnaire</i></p> <p><u>Step 3</u> (Minimum Qualifications Review):</p> <ol style="list-style-type: none"> <li>1. Determine eligibility based on the minimum qualifications required for the job. See "Eligibility" below for additional information.</li> <li>2. Send a notice to applicants. Notices should be sent after eligibility has been determined for continuous recruitment or after the close date. <ol style="list-style-type: none"> <li>a. Select <i>Email Notify</i></li> <li>b. Select <i>Failed or Passed</i></li> <li>c. Select the appropriate template (see "Templates" below).</li> <li>d. Select <i>Generate Notice or Edit</i> (if changes are needed)</li> <li>e. Select <i>Send</i></li> </ol> </li> </ol>	
Templates	<p>Eligible Applicants:</p> <ul style="list-style-type: none"> <li>• Civil Service – Use "<i>Placed on Eligibility List - Civil Service</i>"</li> <li>• Non-Civil Service – Use "<i>Eligible - Non-Civil Service</i>"</li> </ul> <p>Ineligible Applicants:</p> <ul style="list-style-type: none"> <li>• Use template: <i>Ineligible - External</i> (Applicants determined ineligible in Step 3 may be able to provide additional information for their application to be reconsidered.)</li> </ul> <p>Internal Applicants:</p> <ul style="list-style-type: none"> <li>• Eligible applicants – Do not send a</li> </ul>	HR Specialist/HR Business Partner

Actions	Description	Responsible
	<p>template. The Exam team will notify them of the test or if there isn't a test the HR Business Partner will contact them.</p> <ul style="list-style-type: none"> <li>Ineligible: Internal applicants have an appeal period. Select the appropriate reason they did not meet the minimum qualifications. There are templates set up as Internal - ... This should be done right away so that filling the job is not delayed.</li> </ul>	
<p>2. Determining Eligibility - External Recruitment</p> <p>Guidelines</p>	<p>Review application to determine if the applicant has the required experience as specified in the job posting under open requirements.</p> <ul style="list-style-type: none"> <li>As of 5/13/15 any jobs posted on or after this date; part-time and volunteer experience will be considered if the applicant has worked 20 - 39 hours per week. Number of hours worked will be converted to full-time hours. Example; working 20 hpw for 6 months would equal to 3 months of full-time experience.</li> <li>If a college degree is required or certain college credit is required, a copy of the college transcripts is required. College transcripts are reviewed to ensure the degree is in an appropriate field as indicated on the job spec.</li> <li>If a degree is not required, but education is being substituted for experience transcripts will be required if candidate is selected.</li> <li>If no transcripts are provided, the applicant is sent an e-mail saying "it</li> </ul>	<p>HR Specialist/HR Business Partner</p>

Actions	Description	Responsible
	<p>has been determined you do not meet the minimum qualifications for this position due to not providing a copy of the required college transcript.”</p> <ul style="list-style-type: none"> <li>• Internships are not considered full-time professional experience and cannot be counted toward required experience unless the internship was held after college and was not required as part of the applicants college education.</li> <li>• For any position for which a degree or course work is required or submitted to count toward the requirements, coursework must be verified to be from an institution accredited by the U.S. Department of Education. For schools outside the U.S., the education must be converted to U.S. credits/semesters. The conversion is the responsibility of the applicant. The applicant will not be deemed eligible until the conversion occurs. An eligibility list may be amended for this reason.</li> </ul>	
<p>Determining Eligibility for Internal Recruitment</p>	<ul style="list-style-type: none"> <li>• Review applications for eligibility.</li> <li>• Check Oracle to verify applicants have required minimum amount of time (i.e. must have served in the class of — for two years.) and no discipline in the last 12 months. If discipline is indicated, contact Labor Relations to see if they are eligible to test.</li> <li>• Send email notifications to those that failed. They have 5 business days to appeal decision.</li> <li>• Notify HR Business Partner and Exam Team once eligibility is complete.</li> </ul>	



Actions	Description	Responsible
<p>4. College Credit</p>	<p>For jobs requiring a college degree, applicants must have the degree as indicated in the requirements. A copy of college transcripts must be provided and verified.</p> <p>For jobs requiring a combination of education and/or experience, a copy of college transcripts is not required with application, but will be required at time of interview. Credit will be given as indicated below.</p> <p>Related College Degrees:</p> <ul style="list-style-type: none"> <li>• Associate's = 2 years</li> <li>• Bachelor's = 4 years</li> <li>• Master's = 5 years</li> <li>• Doctorate = 6 years</li> <li>• Unrelated = 2 years</li> </ul> <p>See table in back of procedure for further instructions regarding years of experience credited for degree or semester hours.</p> <p>For jobs requiring a certain amount of course work be completed a copy of college transcripts are required.</p> <p>For any position for which a degree or course work is required or submitted to count toward the requirements, coursework must be verified to be from an institution accredited by the U.S. Department of Education.</p> <p>Foreign Credit Hours or Degree:</p> <ul style="list-style-type: none"> <li>• Based on Equivalency Determination.</li> <li>• Applicants are responsible for providing this document.</li> </ul> <p>Sources include:</p> <ul style="list-style-type: none"> <li>• Josef Silny &amp; Associates, (305) 273-1616, <a href="http://www.jsilny.com">www.jsilny.com</a></li> <li>• Educational Credential Evaluators,</li> </ul>	

Actions	Description	Responsible
	<p data-bbox="578 237 1008 302">P.O. Box 17499, Milwaukee, WI 53217</p> <p data-bbox="483 344 829 373">Vocational Credit Hours:</p> <ul data-bbox="532 382 1081 520" style="list-style-type: none"> <li>• Considered on a case-by-case basis.</li> <li>• Research certification to determine experience equivalent.</li> </ul> <p data-bbox="483 525 976 590">Many times no credit is given for vocational or certificate programs.</p> <p data-bbox="483 632 1094 877">Accounting Course Credit Hours: 12 semester hours of college level accounting coursework is required for most accounting positions. Determinations can be made by reviewing transcripts (accounting classes are designated as following prefixes (level 100 or above):</p> <ul data-bbox="532 953 824 982" style="list-style-type: none"> <li>• ACC, ACT or ATG</li> </ul> <p data-bbox="483 1024 1073 1089">The following <b>do not</b> count as accounting classes:</p> <ul data-bbox="532 1134 1036 1199" style="list-style-type: none"> <li>• FIN (Finance), ECO (Economics), STA (Statistics)</li> </ul> <p data-bbox="483 1241 1065 1379"><b>Note:</b> All courses much have been successfully completed and awarded quality points for credit. Courses must be from accredited college or university.</p> <p data-bbox="483 1383 943 1449"><b>Refer to website:</b> <a href="http://www.ope.ed.gov/accreditation">www.ope.ed.gov/accreditation</a></p> <p data-bbox="483 1491 1073 1556">Quarter hours: Convert to semester hours by dividing by 1.5</p> <p data-bbox="483 1598 987 1703">CEUs (Continuing Education Units): 4.5 CEUs = 1 semester hour 1 hour of instruction = 1/10 of a CEU</p> <p data-bbox="483 1745 980 1810">Military Training: Contact Veterans Services at 630-3680.</p>	

Actions	Description	Responsible
<p>5. Eligibility Lists</p> <p>Guidelines</p> <p>Setting up Expiration Dates</p> <p>Reassign Exam</p>	<p>Lifespan of Eligibility Lists:</p> <ul style="list-style-type: none"> <li>• External Civil Service – 1 year</li> <li>• Internal Promotional Civil Service (Priority I) – 2 years</li> <li>• Internal Priority II – 90 days</li> <li>• Non-Civil Service – 90 days</li> </ul> <p>Note: A priority II list is good for 90 days. It can be turned into an external eligibility list after the 90 days has expired.</p> <p>Continuous Recruitment – Each applicant will become inactive one year from date eligibility is determined.</p> <p>Postings with a close date – All applicants will become inactive on the same date. The expiration date can be specified when applicants are placed on the list. (The current date is the default.)</p> <p>Postings with a large number of applicants where eligibility is not completed will expire on the same date.</p> <p>Postings that are reopened, the expiration date will need to be changed for the new applicants or a new list can be created for the new round of applicants.</p> <p>Setting up the expiration date in NEOGOV is done in the Exam Plan. Look for the heading titled "Eligibility List."</p> <ol style="list-style-type: none"> <li>1. Click on 'Edit' under actions</li> <li>2. Name the list using the job title.</li> <li>3. Enter the date you want it to expire or type in 365 days. (It has to be one or the other. The system will not accept both fields filled out.)</li> </ol> <p>The expiration date can also be changed at the time the applicants are placed on the eligibility list. The date field is at the top. The current date is the default.</p> <p>Once the HR Specialist has completed</p>	

Actions	Description	Responsible
Plan	<p>his/her part of the Exam Plan it will be reassigned. If an exam is required, reassign to the Exam Team. If no exam, reassign to the HR Business Partner.</p> <ol style="list-style-type: none"> <li>1. Click on 'Edit' for the job posting.</li> <li>2. Change the name the exam plan is assigned to.</li> </ol>	
Closing out the Requisition	<p>Once the list has expired the requisition can be closed out. This will remove the requisition from the dashboard (My HR page).</p> <p>Closing out the requisition can be done from the dashboard.</p> <ol style="list-style-type: none"> <li>1. Enter the requisition number in the search field above the column "Requisitions."</li> <li>2. Click on "Authorize."</li> <li>3. Change the status to filled or cancelled.</li> <li>4. In the comments section indicate what happened with the list; who filled the job, there were no eligible applicants, cancelled, etc.</li> </ol>	

RELATED UNDERGRADUATE COURSE WORK EXPERIENCE (Max of 2 years of experience)	
Degree	Years of Experience Credited
60 semester or 90 quarter hours	2 years
50 semester or 75 quarter hours	1 year 8 months
45 semester or 67.5 quarter hours	1 year 6 months
40 semester or 60 quarter hours	1 year 4 months
30 semester or 45 quarter hours	1 year
20 semester or 30 quarter hours	8 months
15 semester or 22 1/2 quarter hours	6 months
10 semester or 15 quarter hours	4 months
RELATED MASTERS COURSE COURSEWORK EXPERIENCE (Max of 1 year experience)	
30 semester or 45 quarter hours	1 year
20 semester or 30 quarter hours	8 months
15 semester or 22 1/2 quarter hours	6 months
10 semester or 15 quarter hours	4 months
RELATED DOCTORATE COURSE WORK EXPERIENCE (Max of 2 years of experience)	
60 semester or 90 quarter hours	2 years
50 semester or 75 quarter hours	1 year 8 months
45 semester or 67.5 quarter hours	1 year 6 months
40 semester or 60 quarter hours	1 year 4 months
30 semester or 45 quarter hours	1 year
20 semester or 30 quarter hours	8 months
15 semester or 22 1/2 quarter hours	6 months
10 semester or 15 quarter hours	4 months

# **EMPLOYEE SERVICES**

## **Procedures**



**Revised: July 14, 2016**  
**Established: July 11, 2016**

### **Education Verification Procedures**

**Definition** This procedure details the process for verifying education during the application review process for departments under the Mayor's authority.

**Authority** Civil Service and Personnel Rules and Regulations, Rule 4.02(3)(a)

#### **New Employees (External Hires)**

During the on-boarding process, the applicant will complete the education verification and consent form. The DM HR Specialist is responsible for this step of the process.

The DM HR Specialist will immediately remove from the packet and copy the education verification forms after the on-boarding session.

The DM HR Specialist will provide copies of the education verification forms plus the roster for on-boarding to the HR Coordinator within the HR Business Partner/Recruiting group who is responsible for ensuring verification

The HR Coordinator will review positions for which the education verification must be completed based on the position listed on the on-boarding roster. The list of positions is located in G/Shared/ Jobs with Degree Requirements. The HR Business Partners are tasked with keeping the list up to date as jobs are added or deleted. The education verification documents will then be provided to the Administrative Aide in the Director's office for education verification using the purchasing card. The HR BP will notify the HR Coordinator and the DM HR Specialist of any changes to the start date for new employees.

Once the education verification is complete, the Administrative Aide will provide the scanned verification to the Data Management mailbox (datamgtrequests@coj.net) with a copy to the HR Coordinator and the departmental HR BP.

The HR Coordinator will track which verifications are sent to Data Management and will be responsible for ensuring the verification process is being completed prior to the employee's start date (if possible).

Verifications that are not completed by the employee's start date will be brought to the attention of both the Division Chief of Talent Management and the Manager of the Business Partner Group.

### **Current Employees Promoting Into Classes with Educational Requirements**

The HR Specialists within the HR Business Partner Group/Recruiting who are responsible for determining eligibility will screen employees for minimum qualifications including education (see Determining Eligibility procedure).

Employees must provide transcripts during the application period for positions requiring education or for which education is being used to meet the minimum requirements.

If education is a job requirement for the position the employee has applied for, the HR Specialist will review the Oracle record to see if there is a verification on file or will send the employee the Education Verification Authorization Form for completion.

The employee will be required to provide the completed form back within 5 days of receipt of the forms. (Exceptions will be allowed if the employee is out of the office).

Upon receipt of the form, the HR Specialist will provide the Education Verification Authorization Form to the Administrative Aide in the Director's office for education verification using the purchasing card.

Once the education verification is complete, the Administrative Aide will provide the scanned verification back to the HR Specialist to complete determining eligibility.

The HR Specialist will be responsible for ensuring the employee meets the eligibility requirements prior to the exam date.

Verifications that are not completed by the exam date will be brought to the attention of both the Division Chief of Talent Management and the Manager of the Business Partner Group.

Once the education verification is complete, the HR Specialist will provide the scanned verification to the Data Management mailbox (datamgtrequests@coj.net) with a copy to the departmental HR BP.

### **Reassignments or Lateral Transfers with Educational Requirements**

The HR Business Partner is responsible to verify whether a degree is required for a position that another employee is being reassigned into or laterally transferred into. If so, he/she should follow the same process as for promotions.

*NOTE: For positions that require coursework but do not require a degree, transcripts must be reviewed during the eligibility process (see Determining Eligibility procedure) and submitted for verification to the Administrative Aide following the above process.*



*For positions for which education is counting towards the minimum qualifications, verification must be completed following the process outlined above. It is the HR Coordinator's responsibility to review the on-boarding roster and review the supplemental questions in NeoGov which would indicate whether education is being used as part of the minimum qualifications.*

*For degrees or coursework requirements that are not verified through the Clearinghouse, the HR Coordinator will verify directly with the school.*

# EMPLOYEE SERVICES

## Procedures



Revised: 6/30/16  
Established: 8/19/15

## Verifying and Maintaining Required Professional Licenses and Certifications

**Definition** The standards set forth in this procedure are to detail how to verify professional licenses and certifications, as well as maintain the database with most current professional licenses and certifications required for specific positions within the City of Jacksonville.

**Responsible** HR Coordinator

**Corresponding Directive**

**Notes**

**Procedure:**

Actions	Description	Responsible
<p><b>Keeping the Master Spreadsheet</b></p>	<p>A master spreadsheet is kept in order to determine which license/certifications are required by department and positions. The spreadsheet must be kept current. The Business Partners are responsible for adding new positions that require licenses/certifications to the master spreadsheet.</p> <ol style="list-style-type: none"> <li>1. The Master Spreadsheet is located in <a href="G:/Secured/Certifications/Master List-Certifications.xlsx">G:/Secured/Certifications/Master List-Certifications.xlsx</a></li> <li>2. If there are questions about what job requires which license and/or certification, refer to the above mentioned spreadsheet or contact the HR Business Partner for the</li> </ol>	<p>HR Specialist/HR Business Partner</p>

Actions	Description	Responsible
	assigned department.	
<b>Database Access and Reporting</b>	<p>Must have access to the PW Personnel database. Requests for access must be made through the employee's manager. The employee's manager will request access through the IT Division.</p> <p>A report must be run each month to determine upcoming expirations of Licenses/Certifications. Report is run on the 29<sup>th</sup> or 30<sup>th</sup> each month for the upcoming month (<b>example:</b> Run report June 29<sup>th</sup> for month of July). Follow the steps below to run report:</p> <ul style="list-style-type: none"> <li>• Click on PW Personnel icon</li> <li>• Top left hand corner click "File" and "Open"</li> <li>• There are four icons, double click on the one that looks like a pie, which will bring up a reporting menu</li> <li>• <b>Select the Report:</b> "Certification Due to Expire"</li> <li>• <b>Start Date:</b> Use the 1<sup>st</sup> day of the upcoming month</li> <li>• <b>End Date:</b> Use the last date of the upcoming month</li> <li>• There is a blue button at the bottom, click on "Check All Divisions"</li> <li>• There is a blue button to the right, click on "View Report"</li> <li>• Verify the date parameters are correct and "print"</li> </ul> <p>Notify employees and their supervisors of their upcoming license/certification expirations via email. Each email should</p>	HR Coordinator

Actions	Description	Responsible
	<p>Include the following information:</p> <ul style="list-style-type: none"> <li>• Emails will be sent out individually per person, not as a group email</li> <li>• Identify the manager/supervisor of each employee</li> <li>• Copy the following on the e-mail: Manager of Business Partners, Chief of Talent Management, and employee's supervisor/manager</li> <li>• All e-mailed information should include: <ul style="list-style-type: none"> <li>➤ Subject line to include name of expiring certification/license. <b>(Example:</b> Automobile A5 Brakes Certification - Expiration Approaching)</li> <li>➤ Body of email should include specific name of certification/license due to expire</li> <li>➤ The date license/certification is due to expire <i>(on report)</i></li> <li>➤ Provide the employee with a deadline to provide renewed copy <b>(NOTE: Monday of the last week of the month, this gives employees a 3-week period of time to obtain renewal)</b></li> <li>➤ Follow up with the employee (cc: Manager of Business Partners, Chief of Talent Management and supervisor/manager) a couple of days prior to the deadline if necessary.</li> </ul> </li> </ul>	
Updating Database(s)	Once the renewed copies of license/certification are obtained, update	HR Coordinator

Actions	Description	Responsible
	<p>the PW Personnel and Oracle databases. (The PW Personnel database tracks expirations and renewals and Oracle database is where the license/certification is stored.)</p> <p><b>Updating PW Personnel database:</b></p> <ul style="list-style-type: none"> <li>• Click on PW Personnel icon</li> <li>• Top left hand corner click "File" and "Open"</li> <li>• Conduct a search by last name. If employee name does not come up, search by employee #, as sometimes last names can vary. They have to be in the system if they are on report.</li> <li>• Once you identify correct employee, double click on line with their name and it will take you to that record</li> <li>• You will notice several tabs, you want to work under the tab labeled "Job Certification". You will see you can have a maximum of five certifications per person. You may have to click through the tabs #1 through #5, to find the applicable license/certification you are updating.</li> <li>• You will need to update the expiration date every time and the completion date, if you have that information. Take a look at your copy, identify the new expiration date and input. Some license/certifications will provide the completion date and some do not.</li> <li>• Click on the button "Save Certification." The record will not</li> </ul>	

Actions	Description	Responsible
	<p>save until you click this button.</p> <ul style="list-style-type: none"> <li>• To go to the next record, go back to search tab, input in last name, identify correct employee and double click on line with their name on it.</li> </ul> <p><b>Updating Oracle database:</b></p> <ul style="list-style-type: none"> <li>• Click on Oracle icon (<b>NOTE:</b> <i>must have e-HR responsibility</i>)</li> <li>• Select "Okay"</li> <li>• Double click on "COJ Attachment"</li> <li>• In Name field type in last name and "Go"</li> <li>• Select correct record by clicking in blank box</li> <li>• Select "Action" button to the right</li> <li>• Under COJ Attachments you will click on "Add"</li> <li>• Attach document "Yes"</li> <li>• Start date will be date you are attaching document</li> <li>• End date can be left blank</li> <li>• Click on "Apply" button</li> <li>• Click on "Next" button to the right</li> </ul> <p>Under Additional Information, click "Add Document"</p> <p>➤ <b>TITLE:</b> Last Name, first initial, abbreviate name of certification</p>	

Actions	Description	Responsible
	<ul style="list-style-type: none"> <li>➤ <b>DESCRIPTION:</b> Same as TITLE</li> <li>➤ <b>CATEGORY:</b> Miscellaneous</li>   <li>• Click on "Browse" button</li>   <li>• Go to where you have document saved and double click on the document</li>   <li>• Verify all information is correct</li>   <li>• Click "Apply" button</li>   <li>• View to ensure correct document is saved</li>   <li>• Click on "Submit" button, once verified</li> </ul>	
<p><b>Adding a New Record/Tracking New hires</b></p>	<p>If a new employee is hired and their position requires a license/certification for the position in which they were hired, you will need to obtain a copy of their current license/certification. You will need to verify that record was added to their Oracle record. If not, you will need to add a copy to their Oracle file. Typically, the Business Partner will notify you of these new hires along with a copy of the license/certification, and this will trigger you to check once they are added to Oracle.</p> <p>New employees are automatically added to the PW Personnel database when they are processed through Oracle. You should not have to ever add new employees to this database. This does not include JSO and other constitutionals. You will not be tracking licenses or certifications for such employees.</p> <p><b>IMPORTANT:</b> Once applicants are added to the PW Personnel database, ensure the required license and/or certification information is in database along with an</p>	<p>HR Specialist</p>



<b>Actions</b>	<b>Description</b>	<b>Responsible</b>
	expiration date for tracking purposes. This can be done at the end of each month when you run the expiration report.	

# HR BUSINESS PARTNER - HIRING PROCESS CHECKLIST

## 1. FILLING A VACANCY

NAME OF POSITION TO BE POSTED: \_\_\_\_\_

CONFIRMED THAT A CURRENT ELIGIBILITY LIST DOES NOT EXIST  Yes  No  
(NeoGov, Portal, G:Shared:Promotion Lists-All)

### SUBMIT REQUISITION FOR JOB POSTING

Posting Type  Priority 1  Priority 2  External  
Assembled  Yes  No  
If yes, has exam committee been identified  Yes  No  
Unassembled  Yes  No

BUDGETED AMOUNT OF POSITION BEING OFFERED: \$ \_\_\_\_\_

IS THE BUDGETED AMOUNT LESS THAN OR GREATER THAN THE SALARY BEING REQUESTED?  
(No offers are to be made until approved by MBRC)  
 Less Than  Greater Than

If requested salary is less than budgeted amount, does not need MBRC approval  
If requested salary is greater than budgeted amount, MBRC approval is required

HAS MBRC MEMO BEEN PREPARED FOR REVIEW AND SIGNATURE? (The memo needs to be reviewed by Tracey, Diane, the department, and Kelli)  
 Yes  No  Not applicable

WAS MBRC MEMO APPROVED?  
 Yes  No  Not applicable

## 2. OFFER LETTER (see template)

CANDIDATE NAME: \_\_\_\_\_

DATE POSITION OFFERED: \_\_\_\_\_ START DATE: \_\_\_\_\_

SALARY: Hourly: \$ \_\_\_\_\_ Monthly: \$ \_\_\_\_\_ Annually: \$ \_\_\_\_\_

PROBATIONARY PERIOD:  
 6 months  1 year  no probationary period

LOCATION: \_\_\_\_\_

SUPERVISOR: \_\_\_\_\_

ADDITIONAL PHYSICAL OR LIFT TEST REQUIRED?  Yes  No  
(Check job description to see if position required lifting of 50 pounds or more)

ARE CERTIFICATIONS REQUIRED?  Yes  No  
If so, were copies of certifications provided?  Yes  No

ARE PROFESSIONAL LICENSES REQUIRED?  Yes  No  
If so, were copies of licenses provided?  Yes  No

IS A DEGREE REQUIRED?  Yes  No  
If so, were copies of transcripts provided?  Yes  No

IS POSITION SAFETY SENSITIVE/DOT?  Yes  No

SENT E-MAIL TO CANDIDATE WITH NEW HIRE PACKET  Yes  No  
(Include date of new hire appointment and location)

### 3. MISCELLANEOUS ITEMS

FULL-TIME or PART-TIME:

Full-time Position  
 P1  P2  External

Part-time Position  
 with benefits  without benefits

If part-time, how many hours per week? \_\_\_\_\_

VETERAN:  Yes  No  
 DD-214 provided  DD-214 not provided  Not applicable

If candidate hired is not a vet, then non-vet memo will need to be provided by department and reviewed by the HRBP (see template)

IS THERE A HIGHER START RATE ESTABLISHED FOR THIS POSITION?  Yes  No

AAR Applicable?  Yes  No  
If yes, complete if requested salary is above the start rate.

CONDUCT AAR ANALYSIS TO DETERMINE IF CURRENT EMPLOYEES AND EMPLOYEES IN THE CLASS SERIES ARE IMPACTED

Yes  No

### 4. ITEMS TO BE SENT TO DATA MANAGEMENT

IS OFFER LETTER ATTACHED?  Yes  No  
IS VETERAN LETTER ATTACHED, if applicable?  Yes  No  Not applicable

IS AAR OR MBRC MEMO ATTACHED, if applicable?  Yes  Not applicable  
ARE CERTIFICATIONS ATTACHED, if applicable?  Yes  No  
(send copy to Dawn Daly)

ARE PROFESSIONAL LICENSES ATTACHED, if applicable? (send copy to Dawn Daly)  
 Yes  No

POSITION ASSIGNED WITH EFFECTIVE DATE: (Use oldest vacancy first) \_\_\_\_\_

SUBORDINATES ASSIGNED?  Yes  Not applicable  
If yes, provide names and EINs

HAS NEW HIRE BEEN PUSHED THROUGH NEOGOV?  Yes  No

## NEW HIRE ATTACHMENT CHECKLIST

Name \_\_\_\_\_

Organization (Index Code) \_\_\_\_\_ Hire Date \_\_\_\_\_

### REQUIRED ATTACHMENTS (Check All Applicable Boxes)

- Employment Eligibility (Form I-9)
- Policy Acknowledgements and Loyalty Statement (Must obtain two witness signatures, one at supervisory level, and provide required documents to employee. Some policy acknowledgements may be optional dependent upon hiring position.)
- Supplemental Information Form

### ADDITIONAL (Required Only If Applicable)

- Pension Election Form (General Employees Pension), Application, Corrections Officers PA-1, or Application for Police and Fire
- Statement Concerning Employment in a Job Not Covered by Social Security (Applies to employees enrolling in a Pension Plan)
- Request for Confidentiality of Employee Information (refer to HR Directive # 110)
- Verification and copy of certificates, licenses, transcripts, etc. as listed below. (Note: Remove or cover SSN if shown on documents)
- Advanced Appointment Rate Letter (refer to HR Directive # 116)
- Oath Form (authorized for Mayor, Council Members, Appointed Officials confirmed by Council and Appointees to Non-advisory Boards and Commissions of the city)
- Verification of degree by an accredited agency recognized by the U.S. Department of Education (for any position requiring a degree)
- Safety Sensitive Random Drug and Alcohol Testing Program Designation Form
- U.S. Department of Transportation Regulations (DOT) Designation Form
- Offer Letter/Packet (for Appointed Employees/Officials Only)
- Confirmation Resolution for Appointed Officials
- Veteran Information Form

## NEW HIRE ATTACHMENT CHECKLIST (cont'd)

Name \_\_\_\_\_

Organization (Index Code) \_\_\_\_\_ Hire Date \_\_\_\_\_

### ADDITIONAL FORMS - DO NOT SCAN WITH E-HR

- W-4, Federal Tax Withholding form must be completed and forwarded to the city's Payroll Office for all newly-hired personnel. The W-4 is not a part of the personnel file. -Do not attach to new hire paperwork.
- Direct Deposit forms are located on the City of Jacksonville (COJ) Portal, Accounting Link Category: Payroll. Send forms and account information directly to the city's Payroll Office - Do not attach to new hire paperwork.
- Consent For Drug and/or Alcohol Testing of a Minor Child - Do Not Attach to new hire paperwork. Please send this completed form to Human Resources, ATTN: Talent Acquisition (Medical Desk), City Hall, Suite 100.

The purpose of this checklist is as an aide to the initiator performing the New Hire Process, therefore, it should not be scanned into the New Hire transaction. Dispose of this checklist at the completion of the hiring process.