



City of Madison
Meeting Agenda - CANCELLED
CCOC Subcommittee to Review
City Hiring Practices and Policies

City of Madison
Madison, WI 53703
www.cityofmadison.com

Monday, November 17, 2008

3:00 p.m.

210 Martin Luther King, Jr. Blvd.
Room 417, City-County Building
Common Council Conference Room

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Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnuv ua hauj lwm ua ntej yuav tuaj sib tham.

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For more information contact: Lisa Veldran, Administrative Assistant to the Council, (608) 266-4071

Subcommittee Members:

Ald. Brenda Konkell and Ald. Michael Schumacher

Staff:

Lisa Veldran, Council Administrative Assistant

1. Approval of June 23, 2008 minutes.
2. Public Comment.
3. Discuss and finalize subcommittee report with recommendations to be forwarded to the Common Council Organizational Committee, Personnel Board and the Common Council (draft attached).
4. Next meeting date – if needed.
5. Adjournment.

June 23, 2008
CCOC Subcommittee to Review
City Hiring Practices & Policies
2:00 p.m.
Room 417, City-County Building

Members Attending: Ald. Brenda Konkel and Ald. Michael Schumacher

Staff Attending: Lisa Veldran (Council Office), Sylvia Moss (Human Resources Department), Kelli Lamberty (MPSEA), Lorie Olsen (Human Resources Department), Karl van Lith (Human Resources Department) and Brad Wirtz (Human Resources Director)

The meeting was called to order at 2:03 p.m.

Approval of April 23, 2008 minutes

Minutes were approved.

Public Comment

There was no public comment.

Develop recommendations to CCOC from subcommittee review process of the Hiring Practices reports submitted by City staff and MPSEA and recommendations for changes to the Madison General Ordinances and/or the Administrative Procedure Memos.

Issue 1.1 – Plain Language - It was noted that a recommendation was contained in the Hiring Practices Report (dated December 2007), *“For example, terminology used in position descriptions that makes sense to internal City employees may not make sense to a potential external candidate. Clarification of all hiring terminology is one of the recommendations put forth in this report.”* (Page 5) Ald. Brenda Konkel suggested that a focus group review recent job descriptions and forward their comments to the Personnel Board.

RECOMMENDATION: Pull recent job descriptions and have a focus group review them for possible “plain language” revisions. Forward focus group (possibly use AASPIRE interns) comments to Personnel Board for feedback to Human Resources.

Issue 18. Reorganizations - Ald. Michael Schumacher noted that the city has no formal written process for reorganizations.

RECOMMENDATION: Human Resources develop, at the very least, minimum process steps to insure a better outcome for future reorganizations. Karl van Lith will work on a draft reorganization process for review by July 2008.

Issue 17. Succession Planning - Brad Wirtz noted that overall the balance seemed right and did not perceive a problem in recruitment and retention of city employees. Ald. Michael Schumacher was disheartened that the Water Utility Director position took two rounds to find a successful candidate.

RECOMMENDATION: Human Resources to prepare a set of recommendations (i.e. Best Practices) to recruit/attract the highest caliber candidates for Compensation Group 21 & 18 positions. Ald. Brenda Konkel requested that a comparable salaries data field be added for the most recently Comp Group 21 employees hired. Brad Wirtz will look at Madison Police

and Madison Fire Departments internal recruitment policies that Council members should be made of aware of.

Issue 16. a. Financial resource problems, a. budget cuts to training and organizational development

RECOMMENDATION: Increase staffing in Training & Organizational Development. Increase budget for training & staff development (e.g. facilitator training, training on committee rules, etc.). Karl van Lith to provide a summary of suggestions.

Issue 15. Residency Rules

RECOMMENDATION: Ordinance is being drafted to exempt Compensation Group 18 & 44 from the city's residency rules. Council look at exempting Compensation Group 21 sometime in the future.

Issue 14. Role in evaluation of Compensation Group 21

RECOMMENDATION: This issue was addressed at April 23, 2008 meeting.

Issue 13. Interim managerial appointments/double-filling/timing of appointments

RECOMMENDATION: Brad Wirtz is working on an ordinance that to clarify the purposes of a provisional appointment and to allow person in CG 18 or 44 to receive the higher salary of a position they might fill on a temporary basis. Recommend that language be added that provisional appointments in excess of six months need Council approval.

Issue 12. a. Mayoral managerial hiring preferences, a. Political transitions between administrations pull HR Department into new directions, e.g. train potential employees internally to become managers vs. hire philosophy of hiring managers externally.

RECOMMENDATION: No recommendation. Brad Wirtz noted that this may be addressed in a new Personnel Rules policy statement.

Issue 11. Recruitment process

RECOMMENDATION: This issue was addressed in Issue 17. Succession Planning (Comp Groups 21 & 18)

Issue 10. a. Council's role in union contracts/managerial contracts, a. Level of Council input/involvement - Language exists Section indicates that Labor Relations manager will go to BOE prior to negotiations to discuss the city's position.

RECOMMENDATION: Follow existing language in Madison General Ordinances 3.13(5)(d);

(d) Mayor and Common Council Control. The Board of Estimates shall confer with the Mayor and the Human Resources Director regarding initial bargaining proposals to be presented to each duly recognized bargaining unit. All labor contracts and agreements negotiated under the terms of this section shall be subject to the approval of the Mayor and Common Council. No labor contract or agreement shall be binding upon the City nor shall any of the terms of such agreements be implemented until such time as the agreement is approved and executed by the Mayor and City Clerk in the manner prescribed by law.

1. The Human Resources Director shall report periodically on labor relations activities to the Mayor and the Board of Estimates.
2. The Human Resources Director shall complete such reports as the Mayor and Common Council shall require and attend such conferences or meetings as designated for purposes of ensuring sufficient communications with the Mayor, Board of Estimates and Common Council on labor relations matters.

Additional recommendation that all alders be notified when Human Resources is meeting with Board of Estimates on matters listed in the ordinance above.

Issue 10. Council's role in union contracts/managerial contracts, b. Financial impact - Fiscal impact is contained in union contract language. Salary information (for new positions, reclassifications, etc.) is contained in the fiscal note for resolutions/ordinances.

RECOMMENDATION: No recommendation.

Issue 9. Performance Expectations – Ald. Michael Schumacher noted that he though this was an area that needed attention. Karl van Lith mentioned that the 311 Study Team's discussion on expectations of the city's front line employees in assisting the public.

RECOMMENDATION: Managing performance expectations for front line employees, particularly in the area of customer service training.

Issue 8. Merit increases

RECOMMENDATION: No recommendation.

Issue 7. Employee evaluations

RECOMMENDATION: No recommendation.

Issue 6. Hiring & interview panels – need to diversify/not have all from one department

RECOMMENDATION: Implement recommendations contained in the report (page 6 of report: *“Develop specific criteria to make sure interview panels and raters are diverse.”*)

Next Meeting

Members requested Lisa Veldran to prepare a list of recommendations and include attachments as appendices. No next meeting date was set.

Adjournment

The meeting adjourned at 3:20 p.m.

Minutes prepared by Lisa Veldran, Administrative Assistant

REPORT OF: CCOC Subcommittee to Review City Hiring Practices & Policies

TITLE: Recommendations on Hiring Practices Report & MPSEA Recommendations

AUTHOR: Ald. Brenda Konkel, District 2 and Ald. Michael Schumacher, District 18

DATED: ~~July 31, 2008~~ October 23, 2008

The Common Council Organizational Committee (CCOC) Subcommittee to Review City Hiring Practices and Policies was created by the CCOC on January 8, 2008. Ald. Brenda Konkel, District 2 and Ald. Michael Schumacher, District 18 were appointed to serve on the subcommittee. The subcommittee was charged with reviewing and making recommendations on the following reports:

1. Hiring Practices Report - Department of Civil Rights, Affirmative Action Division and the Human Resources Department dated December 2007 (*Attachment A*)
2. Recommendations for changes to the Madison General Ordinance and Administrative Procedure Memo regarding Hiring Practices - Madison Professional Supervisory Employees Association (MPSEA) dated December 4, 2007. (*Attachment B*)

The subcommittee further defined their charge to include:

1. Identifying those issues in the matrix (developed by the subcommittee during meetings) and request a report/update by Human Resources in 6 months on the identified issues (*Attachment C*).
2. Identifying and making recommendations on the top three or four Council issues in the matrix and forward those recommendations to CCOC for feedback.
3. Forward final recommendations to CCOC, Personnel Board and Common Council.

The subcommittee met six times: January 29, 2008, February 28, 2008, March 12, 2008, March 27, 2008, April 23, 2008 and June 23, 2008 (*Attachment D – Minutes*). Others attending:

Mayor's Office

Janet Piraino, Mayoral Chief of Staff

Department of Civil Rights

Larry Studesville, Interim Director
Christie Hill, Affirmative Action Specialist

Human Resources Department

Brad Wirtz, Director
Lorie Olsen, Personnel Services Manager
Karl van Lith, Organizational Development & Training Officer
Judy Hughes, Personnel Analyst 2
Sylvia Moss, Personnel Technician 2

MPSEA Representatives

Lorri Wendorf, President
Kelli Lamberty, Board Member
Chris Duerner, Board Member

The following is the list of identified issues and recommendations developed by the CCOC Subcommittee to Review City Hiring Practices and Policies:

Issue 1.1 Job Description/Other Qualifications language (“plain language”)

RECOMMENDATION: Pull recent job descriptions and have a focus group review them for possible “plain language” revisions. Forward focus group (possibly use AASPIRE interns) comments to Personnel Board for feedback to Human Resources.

ACTION: This might be an education issue. Brad Wirtz to evaluate what can and cannot be done relative to the City’s classification system (e.g. another review, enhance the educational component so that people understand the classification system) and bring those ideas back to the subcommittee.

Issue 1.2. Strategic oversight over classification system

- a. Currently piecemeal/unique positions created
- b. Understanding the process of classification
- c. Similar jobs should be consistent across all Comp Groups and Ranges* Need for awareness of Affirmative Action requirements

RECOMMENDATION: Human Resources develop a monthly report on all vacancies and their status, including if they are advertised and when the position became vacant. The monthly report would go to CCOC.

ACTION ITEM: Judy Hughes will add ALL ALDERS to the job announcement email alerts. Council office can stop posting hard copy of job vacancies.

Issue 2. Human Resources process needs to be available on-line (electronically) and customer-friendly

RFP Process for new financial software will include a human resources component. Human Resources Director will periodically report on the RFP process and let CCOC members know if any of the vendors provide a web module with their software to address this issue.

Issue 3. Role of Personnel Board

Requested Human Resources Director to research additional criteria used by other municipalities for membership to the Personnel Board and present findings to Personnel Board for discussion.

Issue 4. Career Advancement/Development

RECOMMENDATION: Was not discussed.

Issue 5. Training

- a. Supervisory
- b. Leadership (managers, mid-managers)

RECOMMENDATION: No recommendation. Requested information from Karl van Lith: List of training and ongoing development ideas not currently funded by the city and budget implications (*Attachment E*)

Issue 6. Hiring and interview panels – need to diversify/not have all from one department

RECOMMENDATION: Implement recommendations contained in the report (page 6 of report: “Develop specific criteria to make sure interview panels and raters are diverse.”)

Issue 7. Employee evaluations

RECOMMENDATION: No recommendation. Brad Wirtz provided the Human Resources Work Plan as an example of departmental benchmarks (*Attachment F*).

Issue 8. Merit increases

RECOMMENDATION: No recommendation.

Issue 9. Performance Expectations: relates to training also

RECOMMENDATION: Manage performance expectations for front line employees, particularly in the area of customer service training.

Issue 10. Council’s role in union contracts/managerial contracts

- a. Level of Council input/involvement

RECOMMENDATION: Follow existing language in Madison General Ordinances 3.13(5)(d);

(d) Mayor and Common Council Control. The Board of Estimates shall confer with the Mayor and the Human Resources Director regarding initial bargaining proposals to be presented to each duly recognized bargaining unit. All labor contracts and agreements negotiated under the terms of this section shall be subject to the approval of the Mayor and Common Council. No labor contract or agreement shall be binding upon the City nor shall any of the terms of such agreements be implemented until such time as the agreement is approved and executed by the Mayor and City Clerk in the manner prescribed by law.

1. The Human Resources Director shall report periodically on labor relations activities to the Mayor and the Board of Estimates.

2. The Human Resources Director shall complete such reports as the Mayor and Common Council shall require and attend such conferences or meetings as designated for purposes of ensuring sufficient communications with the Mayor, Board of Estimates and Common Council on labor relations matters.

Additional recommendation that all alders be notified when Human Resources is meeting with Board of Estimates on matters listed in the ordinance above.

Issue 10. Council's role in union contracts/managerial contracts
b. Financial impacts

RECOMMENDATION: No recommendation.

Issue 11. Recruitment process

- a. B. Wirtz noted that with the hire of external managers often bring new recruitment ideas. Need for awareness of Affirmative Action requirements

RECOMMENDATION: This issue was addressed in Issue 17. Succession Planning (Comp Groups 21 & 18)

Issue 12. Mayoral HR Preferences

- a. Political transitions between administrations pull HR Department into new directions e.g. differences: train internally (one mayor) vs. hire externally (another mayor)

RECOMMENDATION: No recommendation. Brad Wirtz noted that this issue could be addressed in any new Personnel Rules as a policy statement.

RECOMMENDATION: Develop a system/process to alert Common Council members when a position has been filled before the media/public is alerted. (Not sure where this one should be located)

Issue 13. Interim managerial appointments/double-filling/timing of appointments

RECOMMENDATION: Brad Wirtz is working on an ordinance to clarify the purposes of a provisional appointment and to allow person in CG 18 or 44 to receive the higher salary of a position they might fill on a temporary basis. Recommend that language be added that provisional appointments in excess of six months need Council approval.

Issue 14. Role in evaluation of Compensation Group 21 employees (city manages)

RECOMMENDATIONS:

1. Use form developed in 2000 (update). Brad Wirtz suggested an online form and then data collection could occur (vs. 20 pieces of paper). Council staff will work with IT staff to develop this online form. Encourage Mayor to use data/comments in evaluation of managers.
2. Ald. Brenda Konkel & Ald. Michael Schumacher will draft a letter for Council Leadership to the Mayor that Common Council members will fill out the form annually with the anticipation that the Mayor will analyze and utilize the information that could improve performance, particularly relationships with managers and the Council. Ald. Brenda Konkel suggested that evaluations be done annually every January or February.
3. When alders are notified of a managerial contract renewal the HR Director also notes how long that employee has been in that position.

ACTION ITEM: Council staff to find resolution that changed new managerial probationary periods from 1 year to 2 years (2004 or 2005). (Attachment G – Email)

ACTION ITEM: Human Resources to develop a report on the number of reclassified positions.

Issue 15. Residency rules

RECOMMENDATION: Ordinance is being drafted to exempt Compensation Group 18 & 44 from the city's residency rules. Council look at exempting Compensation Group 21 sometime in the future.

Issue 16. Financial resource problems

- a. Budget cuts to training and organizational development

RECOMMENDATION: Increase staffing in Training & Organizational Development. Increase budget for training & staff development (e.g. facilitator training, training on committee rules, etc.). Karl van Lith to provide a summary of suggestions. (Attachment E)

Issue 17. Succession Planning

RECOMMENDATION: Human Resources prepare a set of recommendations (i.e. Best Practices) to recruit/attract the highest caliber candidates for Compensation Group 21 & 18 positions. Ald. Brenda Konkel requested that a comparable salaries data field be added for the most recently Comp Group 21 employees hired. Brad Wirtz will look at Madison Police and Madison Fire Departments internal recruitment policies and share that information with Council members.

ACTION ITEM: Brad Wirtz to provide data on retirements in the next 5-year and how the city is prepared to handle future retirement numbers.

Issue 18. Reorganizations

RECOMMENDATION: Recommend Human Resources develop process steps to insure a better outcome for future reorganizations. Karl van Lith will work on a draft reorganization process for review by July 2008.