

Equitable Hiring Plan (EHP)

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WHAT is the EHP?

The EHP is **THE hiring plan** the city uses for hiring. It centers equitable processes and outcomes.

WHY do we need an EHP?

To get the **best hire**. Every hire needs a hiring plan.

- Based on 2023 American Community Survey 1-year estimates, **White people are overrepresented** in the City's workforce at 76% compared to 69% of the city population.
- While data on gender is limited and binary, ACS and 2024 City staffing data show **women are underrepresented** as they make up 50% of the city population but only 28% of City's permanent workforce.
- In the last six years (2018-2023), we've seen an overall increase in men of color new hires but an **overall decrease in women of color new hires**.

Acknowledging Past Barriers

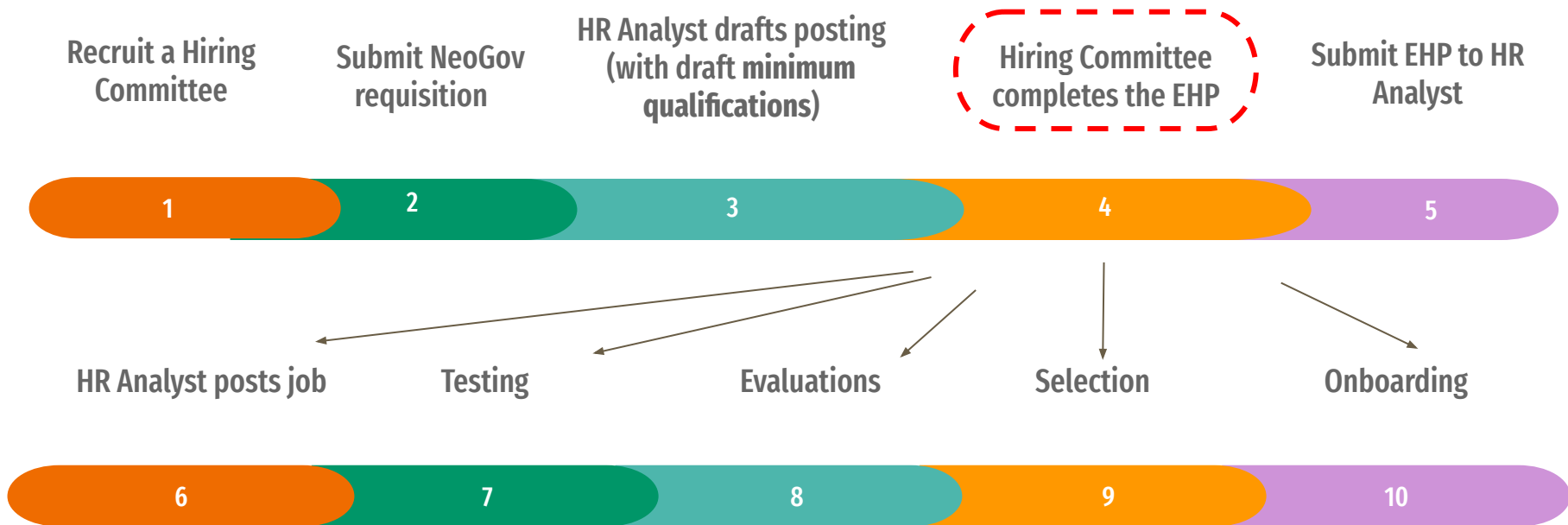
- **Time intensive**
- **Repetitive** conversations
- Difficult to schedule **so many meetings**
- Often relying on the **same people**, inequitable distribution of labor on BIPOC employees
- **Too much focus on minimum qualifications**, with no time for interviews, assessments, and choosing a candidate

Major changes to new process

1. We've gone from **60 questions to 20** questions!
2. HR Analysts drive standardization esp. with minimum qualifications
3. "STARS: Skilled Through Alternative Routes"
4. Hiring committee approach
5. Focus on positive interview experience
6. Citywide tracking of EHPs

Research shows that **hiring for skills** is 5x more predictive of **job performance** than hiring for education, and it's more than twice as predictive as hiring based on work experience alone.

Workflow



Quiz

Step 1: Recruit a Hiring Committee

Recruit a **diverse** hiring committee who will complete the Equitable Hiring Plan together AND be a part of the evaluation or interview process.

It's important to get everyone who will be involved in the scoring process of the candidates together to fill out the Equitable Hiring Plan together at the **beginning of the recruitment**.

Do not rely on the same employees of color repeatedly for EHPs. Instead ask those with experience in applying equity principles (RESJI, DET's, NRTs, and Affinity Groups).

Step 2: Submit NeoGov requisition

Create Requisition

Cancel Save & Exit Next

1. CREATE 2. APPROVALS 3. ATTACHMENTS

Requisition Details

* required fields are marked with asterisk

Requisition # [Assigned when requisition is saved]

Department/Division * Find a Department/Division

Class Spec * Find a Class Spec

Working Title

Create Requisition

Cancel Save & Exit Next

1. CREATE 2. APPROVALS 3. ATTACHMENTS

Select one

* Range: Select one

Budget Notes (select all that apply):

- ☐ Double Fill - Approved by HR less than 90 days
- ☐ Under Fill - Below budgeted level
- ☐ Limited Term (LT) - Include estimated end date below
- ☐ Previous Approval - Include prior req# in comments below
- ☐ Other - Actions requiring Council legislative approval (double fill more than 90 days, other position changes, overfills, etc. Explain situation in comments below, including Registrar File # if applicable).

If Limited-Term, estimated End Date: MM/DD/YYYY

* Account Number or Allocation Code:

- Submit the requisition for the correct level of classification of the position you want to fill.
- If underfilling a budgeted position or other unique items, make sure to indicate in budget notes.
- You still need to upload an updated position description for this step.

Step 3: HR Analyst drafts posting

- Minimum qualifications (MQs) will be drafted by the HR Analyst based on the classification of the position.
- Alternative skills based routes to screen into these qualified will be drafted.
 - This will include a way to screen into a recruitment with transferable relevant skills.
- HR Analyst shares MQS with the hiring manager/EHP facilitator to discuss and edit if needed BEFORE first EHP meeting.
- Hiring committees input/reaction to these MQs discussed during EHP meeting.

Quiz

Step 4: Hiring Committee Completes EHP

Section A: Basic Information

Before first meeting, Hiring
Manager/EHP facilitator **emails**
hiring committee EHP template
with draft minimum
qualifications already filled out!

Minimum Qualifications

The hiring manager and the HR Analyst should have already prepared a draft set of minimum qualifications.
List them below .

Are there any local or federal requirements? What are the minimum qualifications for this same classification that have already used an equity lens? Are any of these trainable skills? For non-trainable skills, what [Skilled Through Alternative Routes \(STARs\)](#) might be a good fit for this role. For example, if the skill identified is project management, what are varied ways people might develop that skill?

Three (3) years of responsible administrative experience, which involved some independent responsibility for an office function or activity.

-OR-

Bachelor's degree from an accredited college or university.

-OR-

Associate's degree in a related field, such as administrative assistant, legal secretary, office management, etc.

Step 4: Hiring Committee Completes EHP

Section B: Position Essentials

1. Who are we looking for?
2. Internal Vs External Posting

B. Position Essentials

Hiring manager: share context for the role, responsibilities, and dynamics of the team. Questions for discussion can include: “Who are we looking for?” and “What essential job skills are needed on day one that do not make sense to provide via training?” **Then review the draft Minimum Qualifications above and provide feedback if needed.**

We are looking for someone who is good at communicating with the public in inclusive and plain language. They are empathetic and able to problem solve. Strong ability to multitask.

Internal vs. External Posting

We recommend external postings to increase opportunities for diverse candidate pools. Internal postings are appropriate if 1) the internal pool is diverse AND 2) there are limited promotional opportunities within the agency. Discuss with your HR Analyst any skills requirements that would necessitate an internal recruitment.

External|

● New Process ● New Process ● New Process ●

For external recruitments, upon request, all minimally qualified internal candidates may be included in your interview pool. Talk to your HR Analyst.

Step 4:

Hiring Committee

Completes EHP

Section C: Evaluation

Choose one:

- ☒ Comparative Evaluation
- ☐ Supplemental Essays
- ☐ Computer Skills Testing
- ☐ Written Exams
- ☐ Random Selection

Please indicate your level of experience using Microsoft Word.

- ☐ None
- ☐ Beginner (some experience, but less than 1 year)
- ☐ Intermediate (1 to 3 years)
- ☐ Advanced (more than 3 years)

Please indicate which of the following you have experience using:

- ☐ Munis ERP system
- ☐ Legistar
- ☐ SharePoint
- ☐ Microsoft Outlook
- ☐ Database systems

Please indicate specific job duties and responsibilities you have performed (Check all that apply)

- ☐ Developed programming responsive to community needs.
- ☐ Managed inventory of food, beverage, and merchandise.
- ☐ Worked with volunteers and/or community partners.
- ☐ Coordinated/facilitated outings and events.
- ☐ Interaction with customers, the public, and/or legislative bodies.
- ☐ Managed contract negotiations and administration.
- ☐ None of the above.

Step 4: Hiring Committee Completes EHP

Section C: Evaluation: Bilingual Positions and Language Proficiency Tests*

- ☐ Will the position include a bilingual benefit?
 - ☐ **Yes:** this position must be bilingual
 - ☒ **Desirable, not required:** This position could benefit from being bilingual
 - ☐ **No:** This position would not benefit from being bilingual OR we are not offering that at this time.

*Average cost of a bilingual position is less than \$2,000 per year, helping us honor our language access values!

Quiz

Step 4: Hiring Committee Completes EHP

Section E: Interview Questions and Benchmarks

Interview Questions

- Use behavioral questions
- Use plain language
- Don't ask a question to which there is only one right answer
- Consider the three components of a stellar question

Benchmarks

- Don't penalize candidates for not providing information beyond the scope of what is asked.
- Don't use a complicated scoring system. Use inadequate/okay/great.

Step 4: Hiring Committee Completes EHP

Section E: Interview Questions and Benchmarks

A. What skill are we seeking?
Conflict-management

B. What is our draft interview question
Tell us about a time with conflict and
how you handled it?

1. What does a successful answer include?
2. How can we be more explicit in our question?

C. What would be the benchmarks for this question?

Step 4: Hiring Committee Completes EHP

Section E: Interview Questions and Benchmarks

A. What skill are we seeking?

Multitasking

B. What is our draft interview question

How do you handle multiple projects
and deadlines?

1. What does a successful answer
include?

2. How can we be more explicit in our
question?

What would be the benchmarks for this
question?

F. Conducting Interview and Making a Selection

- Schedule a pre and post interview meetings with hiring committee
- Be friendly!
- Give candidates at least 15-30 minutes prior to the interview to review all questions.
- Assign someone as the interview lead to welcome candidates.
- It's okay to ask follow up questions if candidates doesn't answer a part of the question. Be consistent with all candidates.
- Don't create complicated scoring systems. Don't over rely on numerical scores.
- Discuss "culture add" not "culture fit"

Step 4: Hiring Committee Completes EHP

Section G: Recommendations &
SUBMIT

What are good lessons learned that should apply to other positions in your agency or the city?

- Listing experience first versus degree in an effort to recognize that people read top to bottom.
- Focus on completion of task not how - i.e. send emails (good) versus type emails.

Submit your completed EHP to your HR Analyst for review. They may reach out to ask questions and or share feedback with Equity and Social Justice Division staff. Then they will post the position!

Quiz

Where To Find Documents & Resources

Everything you need is on EmployeeNet

Human Resources > Supervisory Resources > Hiring

[https://www.cityofmadison.com/employeenet/documents/EquitableHiringPlan%20%28Final%205.1.25%29 0.pdf](https://www.cityofmadison.com/employeenet/documents/EquitableHiringPlan%20%28Final%205.1.25%29%20.pdf)

Thank you! Questions?