

Equitable Hiring Tool Taskforce Presentation

EHT: Basic and Transferable Skills

POSITION DESCRIPTION UPDATING

You should work on updating the position description as soon as you get notice that the incumbent is leaving or on a regular basis to update. Before looking at the current position description, complete this portion of the tool so that you aren't overly influenced by what has been in the PD in the past.

Basic Skills

The basic skills needed for this position include:

- **Adaptability**
- **Creativity**
- **Diplomacy**
- **Ability to build rapport with community members**
- **Integrity and ability to ask the difficult questions and stand up to pressure**
- **Problem-solving ability**
- **Investigation/Research skills**
- **Organizational skills**

Transferable Skills

Often when we want to fill a position, we look for someone who had that position or a very similar position with another employer. However, candidates could have gained the skills we are looking for from different positions and, in addition, bring new perspectives to our agencies. For example, if you are hiring a call center supervisor, someone who supervised employees providing front line customer service in a retail environment, but not in a call center, might also be a potential fit for the position.

What are some transferrable skills that would qualify a candidate for this job even if they haven't worked in this field or position before?

Transferable skills include:

- **Community organizing/direct community outreach/rapport-building**
- **Organizational skills**
- **Managerial skills**
- **Research skills**
- **Navigating multiple institutional and community systems and networks**
- **Persuasive communication skills**
- **Report writing skills**
- **Basic computer skills (Microsoft Office)**

EHT: Minimum Qualifications

Minimum qualifications are:

- **Ability to do relationship-building with residents and MPD, backed by track record of experience**
- **Community outreach**
- **Critical thinking skills**
- **Ability to think on one's feet**
- **Some kind of investigative training for a baseline**
- **Demonstrable research skills**
- **Not being afraid to ask difficult questions, being comfortable not agreeing with something everyone else is agreeing with**
- **Ability to generate reports**
- **Some level of leadership or supervision responsibility experience**

Could any of these be learned on the job? Please list.

- **Issuing subpoenas**
- **Supervision, as long as they have leadership experience**
- **Certification for use of databases could be achieved on the job as and when required.**
- **If applicant has a basic facility with computers, specific skills related to relevant computer programs can likely be learned on the job.**
- **Facilitation Skills**

Education Requirements and Recommendations

EHT

IM Description

Educational Requirements

Based on the listed skills, are there any minimum education requirements? X Yes No
If so, what are they?

Associates degree and 6 years of experience; Bachelors or higher and 4 years; language about extensive experience-different paths to meet education qualification. There was not consensus on this item among Taskforce members.

Focus on experience in skills we are looking for rather than degree.

Who might be negatively impacted by these education requirements? What will you do to mitigate the impact?

- Don't list preferred qualifications here if not required
- Add language about proven skills being able to offset some of the education requirements.
- Provide several paths to meet minimum education requirements to help mitigate the impact.

Are there any potential unintended effects caused by these education requirements? What will you do to mitigate them?

Some people who have the experience we're looking for might be scared off if they don't have that education. Language about multiple paths will help.

An unintended effect of lowering the education requirement is that it could be unfair to open the door to applicants who may not be considered on the same level as applicants with advanced degrees and extensive job experience. Another effect could be that members of the public and other institutions may prejudge the individual as not having the "right credentials" or professional credibility.

~~Original: A Bachelor's degree in criminal justice, criminology, public administration, public policy, sociology, or a closely related field is required. A Master's degree or a Juris Doctor degree is preferred.~~

Adapted: An Associate's degree and 6 years of experience or a Bachelor's or Master's degree and 4 years of experience is required. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

Experience Requirements and Recommendations

EHT

Based on the listed skills, are there any minimum experience requirements? If so, what are they?

- Experience in criminal justice reform, criminology, public administration, public policy, sociology, or a closely related field
- Experience in research and/or investigation
- Experience in community relationship-building
- Leadership and/or supervisory experience

Who might be negatively impacted by these experience requirements and what you will do to mitigate the impact?

- People younger than 30 may be negatively impacted due to the length of experience required.
- People who may have relevant experience, but not the required amount, may be negatively impacted.
- Negative impact is not possible to be mitigated beyond what has been provided.

Are there any potential unintended effects caused by these experience requirements and what you will do to mitigate them?

- Taskforce reduced number of years of education required, can mitigate some of the negative effect.
- Taking into account what skills can be transferrable from other experiences can mitigate some of the negative effect.

IM Description

- ~~Administrative leadership experience Leadership experience in the field of public or private administration or in the practice of law.~~
- Professional experience in complex investigations and/or research in criminal justice reform, criminology, public administration, public policy, sociology, or a closely related field
- ~~Six years of full-time equivalent verifiable professional experience in complex investigations, preferably in the criminal justice or civil rights arena.~~
- Experience ~~working~~ with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- ~~An ideal candidate would have specific expertise in police monitoring, civilian oversight administration, and procedural justice.~~
- Experience in community relationship building

IM Description Knowledge, Skills and Abilities

Knowledge, Skills and Abilities:

Knowledge

The ideal candidate will have knowledge of the following:

- General legal principles, and Federal, State and local laws, codes and regulations s
- Civil rights
- Social problems, community attitudes, organizations and cultures
- Methods and procedures for independent, objective, analytical investigation and for preserving and presenting evidence methods and approaches
- ~~Principles, practices, and methods of data and legal research and analysis~~
- ~~Advanced methods and techniques of administrative investigations~~
- ~~Methods and procedures for preserving and presenting evidence~~
- ~~Federal, State and local laws, codes and regulations~~
- Principles, practices, and methods of data and legal research and analysis
- Internal principles and practices of law enforcement including:
 - responsibilities, functions, policies, and procedures of local law enforcement
 - research-based best-practices for policing
 - theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review
 - techniques of law enforcement training, instruction, and evaluation of work performance
- Public safety emergency operations and procedures
- Principles and practices of:
 - policy development and administration
 - ~~principles and practices of~~ program administration, including appropriate reports and metrics
 - ~~Principles and practices of~~ supervision, personnel management and training
 - ~~Principles and practices of~~ budget preparation and administration
 - ~~Principles of~~ inter-group and interpersonal communication

Knowledge

- **Knowledge**
- The ideal candidate will have knowledge of the following:
- General legal principles, and Federal, State and local laws, codes and regulations
- Civil rights
- Social problems, community attitudes, organizations and cultures
- Independent, objective, analytical investigation and for preserving and presenting evidence
- Principles, practices, and methods of data and legal research and analysis
- Internal principles and practices of law enforcement including:
 - responsibilities, functions, policies, and procedures of local law enforcement
 - research-based best-practices for policing
 - theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review
 - techniques of law enforcement training, instruction, and evaluation of work performance
- Public safety emergency operations and procedures
- Principles and practices of:
 - policy development and administration
 - program administration, including appropriate reports and metrics
 - supervision, personnel management and training
 - budget preparation and administration
 - inter-group and interpersonal communication

IM Description Knowledge, Skills and Abilities

Competencies

The **ideal** candidate will have the following competencies:-

Analytical Reasoning

- Can identify rules, principles, or relationships that explain facts, data, or other information
- Can analyze information and makes correct inferences or draws accurate conclusions
- Can analyze and assess policies and operational needs and making appropriate recommendations
- Can identify, address, and respond to sensitive community and organizational issues, concerns and needs

Conflict Management

- Manage and resolve conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact
- Exercise sound judgment, independence, fairness, and objectivity in an environment where controversy is common
- Ability to show empathy and compassion in difficult and stressful situations

Influencing/Negotiating

- Persuade others to accept recommendations, cooperate, or change their behavior
- Work with others towards an agreement
- Negotiate to find mutually acceptable solutions

Interpersonal Skills

- Show understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others
 - Relate well to people from varied backgrounds, cultures, age groups, genders and different life circumstances
 - Ability to develop and maintain effective working relationships with staff, agency managers and employees, elected officials, the media, and the general public
 - Ability to deal tactfully and firmly with potentially hostile individuals
- ### Written Communication
- Ability to compose, review, edit, and issue written materials for diverse audiences
 - Ability to communicate purpose in a succinct and organized manner that is appropriate for context, time, and place
 - Ability to interpret and explain complex laws, ordinances, enforcement principles and practices, regulations, policies, and procedures

Administrative Skills

- Develop and administer program goals, objectives, budgets and procedures
- Select, supervise, train and evaluate staff
- Be highly organized and multi-task on projects simultaneously
- Outline, coordinate and conduct investigations and associated activities
- Develop and make presentations to large groups
- Conduct research and prepare written narrative and statistical reports
- Work independently and maintain adequate attendance
- Team player who can take direction from and offer thoughtful input to the COB

Competencies

- HR provided feedback that job listings don't always list competencies for the "ideal candidate"
- Entire section deleted

Physical Requirements

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List the physical requirements, including examples of the work performed that justify these requirements.

- **Ability to use a computer**

Can these requirements be accommodated? Does everyone working in the position need to meet these requirements?

- **Yes, they can be accommodated. Yes, everyone working in the position needs to meet this requirement.**

Who might be negatively impacted by these physical requirements and what you will do to mitigate the impact?

- **Accommodations will mitigate negative impact**

Are there any potential unintended effects caused by these physical requirements and what you will do to mitigate them?

- **Accommodations should be able to mitigate any unintended effects.**

IM Description

The ~~incumbent~~ **Independent Monitor** will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

Travel Requirements

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Does this position require a person to travel? If so, does the person need to have a driver's license to do this or do they have the ability to arrange their travel through other means? Remember that requiring a driver's license has been shown to have an increased negative impact on people of color.

- **May require travel within city**
- **Does not require a drivers license**

Who might be negatively impacted by this requirement and what you will do to mitigate the impact?

- **People without means of transportation**
- **City provides free Metro bus passes to all employees, as well as pool vehicles (cars and bicycles) to use**

IM Description

- ~~Possession of a driver's license or the ability to obtain one prior to the date of hire.~~
- This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The ~~incumbent~~ **Independent Monitor** must be available to attend evening meetings of committees, boards, and public hearings.
- This position will work under the terms of a five-year employment contract. One condition of the contract will require the ~~incumbent~~ **Independent Monitor** to establish residency within the City of Madison in a defined timeframe.
- ~~Ability to meet the transportation requirements of the position.~~

Monitor Relationship to Law Enforcement

MGO 5.19 Language

Minimum Qualifications of the Monitor .

The Monitor shall be a person with extensive knowledge of civilian oversight of policing, "best practices" in policing, civil rights, and equity. The Monitor shall have never been employed by the MPD, be an immediate family member of current or former MPD employees, or worked as a law enforcement officer within the State of Wisconsin in the ten (10) years prior to appointment as Monitor. For purposes of this Ordinance "immediate family" means an individual's spouse or designated family or registered domestic partner or an individual's relative by marriage, lineal descent or adoption.

IM Description Language with Recommendation

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer ~~in the State of Wisconsin~~ for at least ten years prior to appointment.

NOTE: Changing this language would require a change in the ordinance.