Equity in Hiring and Employee Development

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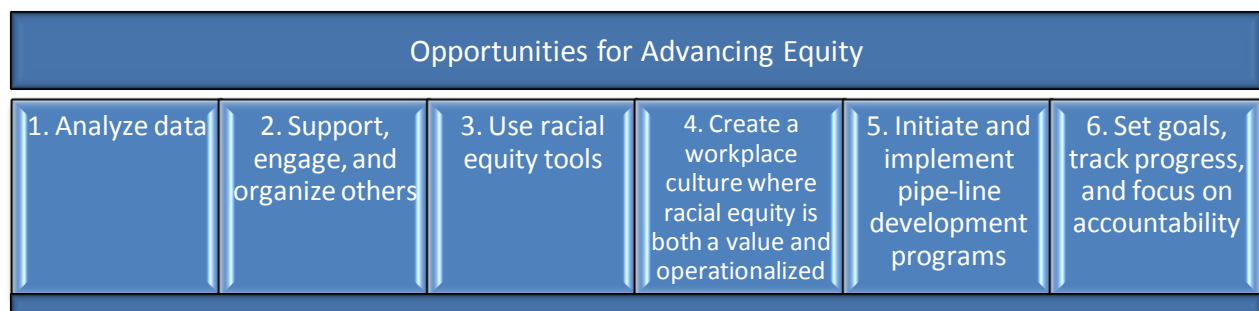
A Message from HR Director Wirtz

I am pleased to present this report which outlines efforts that support the Human Resources (HR) Department's commitment to equity in City hiring and employee development. Great strides were made in 2015 to increase diversity, equity, and inclusion in the workplace, and these efforts will continue in 2016 and beyond.

In 2015, HR had the privilege to contribute to enhancing the City's diversity, equity, and inclusion. Overall, the City of Madison hired the largest number of people of color since we started tracking hiring demographics in 2011. 25% of new hires in 2015 identify as people of color, while 75% identify as White/Caucasian. This matches City of Madison demographics according to 2010 Census Data. Additionally, the HR Services unit increased outreach activities, which is reflected by applicants listing job fairs as the second-most popular way of finding out about City of Madison job opportunities. Finally, implementation and use of tools such as the Racial Equity Hiring Tool has increased, leading to these positive outcomes.

This last year also saw a significant restructuring of our training and development unit. The name of the unit was changed to Employee Development and Organizational Effectiveness (EDOE), to highlight the importance of employee development in our organization's success and effectiveness. In addition, after conducting a needs assessment, the training calendar was restructured and many trainings were revised to infuse diversity, equity, and inclusion principles. The first-ever Women's Leadership Series was held to help increase the ability of women in the workforce to advance. Finally, the Supervisor Academy and Leadership Academy were reconfigured to better meet organizational needs, create leadership pipelines, and ensure alignment with organizational goals.

There is a lot more work to do to promote diversity, equity, and inclusion in the City of Madison, and HR is committed to doing all that it can to continue to make this a priority. The Government Alliance on Race and Equity (GARE) published a paper by Julie Nelson and Syreeta Tyrell entitled "Public Sector Jobs: Opportunities for Advancing Racial Equity" outlining a 6-step process towards advancing workforce equity in the public sector. We have organized our work in HR around these steps, which include:

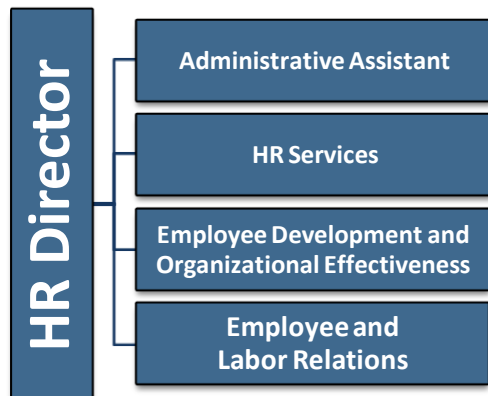| Opportunities for Advancing Equity					
1. Analyze data	2. Support, engage, and organize others	3. Use racial equity tools	4. Create a workplace culture where racial equity is both a value and operationalized	5. Initiate and implement pipe-line development programs	6. Set goals, track progress, and focus on accountability

It is my intent that our work in HR will continue to be focused around these six areas and will remain intentionally focused on making Madison an employer which attracts a wide pool of diverse applicants, where every employee feels safe and supported, and where equity and engagement are visible core principles. I look forward to continuing the work we have started and reporting on our success next year!

October - 2016

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HR Department Structure

HR Director
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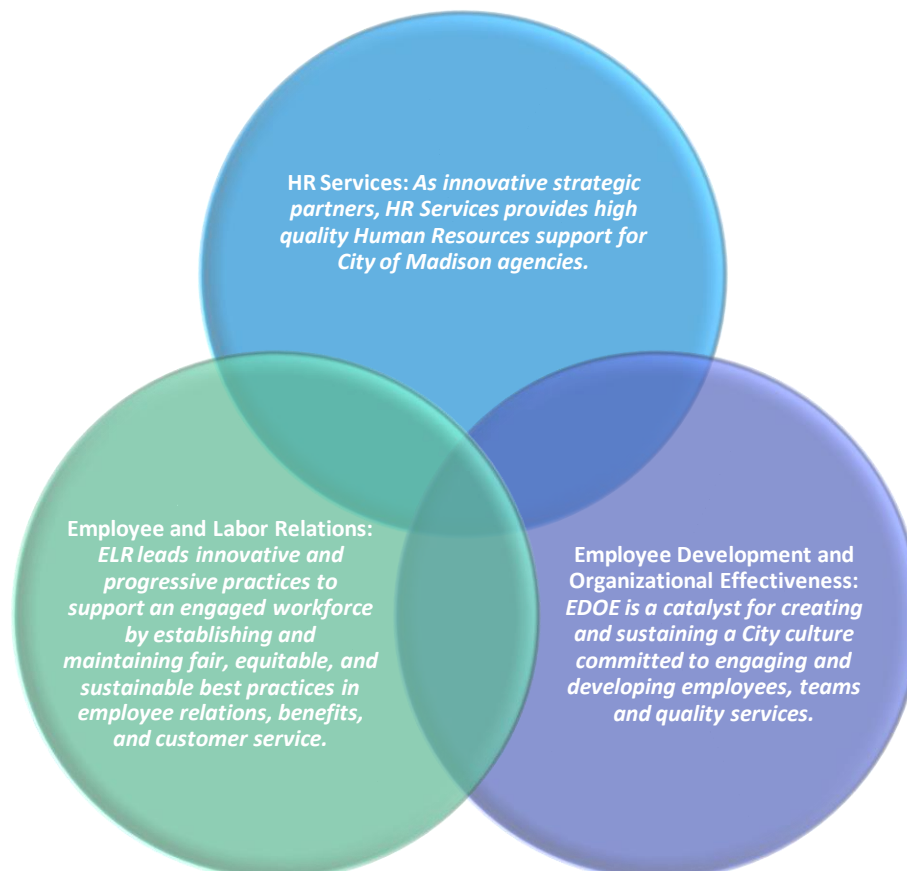- Employee and Labor Relations

The Human Resources (HR) Department supports the City's mission by recruiting, developing, and sustaining a diverse, talented, and engaged workforce.

The HR Department carries out this mission through three work units: Human Resources Services, Employee and Labor Relations, and Employee Development and Organizational Effectiveness (EDOE).

Each of the HR work units play a critical role in carrying out HR's mission and broad objectives, but each also retains its own unique focus. In order to provide the best service to City Departments, we partner our EDOE staff with HR Services staff to provide tailored consultation to each department. Our staff provide the general HR services agencies need, and also assist in providing greater specialized assistance in areas of work culture improvements, strategic planning, employee engagement, and racial equity analyses.

One of the initiatives aimed at improving our overall services included strategic planning in each of the work units. At least three new data points were required from each unit as a part of strategic planning which is in alignment with GARE principles and allows us to better track successes. Please see Appendices one and two for the 2015 and 2016 HR Workplans.

The purpose of each respective work unit are as follows:

HR Services: *As innovative strategic partners, HR Services provides high quality Human Resources support for City of Madison agencies.*

Employee and Labor Relations: *ELR leads innovative and progressive practices to support an engaged workforce by establishing and maintaining fair, equitable, and sustainable best practices in employee relations, benefits, and customer service.*

Employee Development and Organizational Effectiveness: *EDOE is a catalyst for creating and sustaining a City culture committed to engaging and developing employees, teams and quality services.*

Commitment to Equity and 2015 Efforts

The GARE principles influenced our work in 2015 and provided a structure for thinking about the key components of progress in equitable and inclusive workforce development. Below are key 2015 successes in all six functional areas.

1. Analyze data

- Conducted a training needs assessment which led to an overhaul of the training calendar for 2016
- Examined NEOGOV hiring data which shows the highest level of hires for candidates of color since 2011

2. Support, engage, and organize others

- Held 2nd Annual Leadership Conference for City employees focused on Servant Leadership
- Planned and implemented first Women's Leadership Series for City employees
- Collaborated with the City's Racial Equity and Social Justice Initiative
- Increased outreach activities to include a new partnership with Forward Service Corporation and expanded participation at job fairs

3. Use racial equity tools

- Developed and piloted the Racial Equity Hiring Tool
- Performed a Racial Equity analysis of the City's hiring process and identified 99 areas for improvement

4. Create a workplace culture where racial equity is both a value and is operationalized

- Redesigned the City's Leadership Academy to create a pipeline for entry level supervisors
- Initiated the development of a new onboarding process for employees

5. Initiate and implement pipe-line development programs

- Implemented a program whereby graduates of the redesigned Leadership Academy would automatically meet the minimum qualifications for specific entry-level supervisor positions
- Encouraged the expanded use of trainee designations to attract a larger pool of candidates for certain positions

6. Set goals, track progress, and focus on accountability

- Assessment of NEOGOV data from year to year shows our progress in diversifying the workforce
- Began collecting voluntary demographic information on training evaluations
- Completed a strategic plan for 2016 outlining equity efforts in each work unit and functional area
- Promoted transparency and accountability to our goals through publishing 2015 equity report

Human Resources Services
Innovate, Collaborate, Equitable

The HR Services unit supports the City's mission by recruiting, developing, and sustaining a diverse, talented, and engaged workforce through:

- supporting and advising agencies in recruiting and selecting well-qualified employees;
- maintaining a fair and equitable classification/compensation system through data-driven position analysis;
- assisting and advising agencies in work culture development to increase employee engagement; and
- providing strategic human resource guidance for City agencies.

Key 2015 Equity Initiatives-HR Services

In 2015, the HR Services unit implemented or expanded a number of initiatives intended to increase equitable outcomes for applicants. A few highlights are below:

- **Conduct a Racial/Equity Analysis of the Hiring Process**: Melissa Gombar, EDOE Specialist, facilitated a process through which HR Services staff and community and agency partners evaluated each phase of the City's hiring process. This analysis was broken down into the following areas: Advertising and Outreach; Developing Minimum Qualifications; Developing the Position Description; Screening Applicants; and Exam Development. After completing these sessions, a list of 99 suggestions for improvement was generated. The HR Services unit reviewed this list and identified what we already do, what we could implement with either minimal or significant effort, and what we could not feasibly implement. This list has then given the HR Services unit items for improvement, including revising the employment application in NEOGOV and refreshing the job announcement format to make the announcement more straightforward, understandable, and appealing to applicants. See the section on In-Depth Racial Equity Analysis—Hiring Process for the full report.
- **Expanded Outreach**: The HR Services unit continued partnerships with the Urban League, YWCA, and JobMob to market the City as an employer. In addition, the City participated in job fairs at Reindahl Park and the Top of State job fair. Finally, the City formed new relationships with Forward Service Corporation, Inspire Madison Region, and JobShop. These partnerships have allowed us to talk to a number of people throughout the Madison area about employment opportunities.
- **Continued Review of Minimum Qualifications**: The City has continued to review minimum qualifications for positions to ensure they are appropriate. Minimum qualifications were deemed unnecessary and eliminated for Library Page, Transit Customer Service Representative, and Transit Bus Cleaner.
- **Racial/Equity Hiring Tool:** HR Services staff worked with agencies on a number of recruitments to evaluate the process through a racial equity lens. This has resulted in adjustments to minimum qualifications, outreach, and testing to ensure a broad cross-section of applicants are considered at each stage of the process.

Notable Outcomes –HR Services

The efforts outlined above are designed to increase representation of women and people of color in the hiring process. The HR Services unit annually reviews statistics from NEOGOV, the on-line hiring system, to determine whether these efforts are successful. The below tables show that these efforts have been successful in attracting diverse candidates and the hiring numbers reflect a greater number of diverse candidates getting job offers.

2015 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	70.51%	74.75%	73.42%	75.00%
Black or African American	7.07%	13.23%	10.77%	11.62%	9.84%
Hispanic or Latino	5.45%	4.45%	3.73%	4.29%	4.06%
Asian	7.34%	3.71%	2.97%	3.26%	4.06%
Other/multi-racial	4.22%	4.46%	4.02%	4.22%	3.28%
American Indian or Alaskan Native	0.32%	0.70%	0.63%	0.50%	0.78%
Native Hawaiian/ Pacific Islander	0.00%	0.12%	0.18%	0.23%	0.16%
Unknown	0.00%	2.83%	2.95%	2.46%	2.81%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	61.71%	64.34%	63.20%	59.38%
Female	50.40%	36.01%	33.36%	34.61%	38.44%
Unknown	0.00%	2.27%	2.29%	2.18%	2.19%
	100.00%	100.00%	100.00%	100.00%	100.00%

2012-2015 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	72.59%	76.11%	74.23%	77.78%
Black or African American	7.07%	13.13%	10.63%	12.55%	8.93%
Hispanic or Latino	5.45%	4.15%	3.89%	4.27%	4.26%
Asian	7.34%	3.08%	2.57%	2.69%	2.71%
Other/multi-racial	4.22%	3.57%	3.33%	3.78%	3.74%
American Indian or Alaskan Native	0.32%	0.50%	0.48%	0.47%	0.56%
Native Hawaiian/ Pacific Islander	0.00%	0.17%	0.21%	0.19%	0.14%
Unknown	0.00%	2.80%	2.77%	1.82%	1.87%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	61.23%	65.24%	64.00%	62.91%
Female	50.40%	36.67%	32.81%	34.66%	35.97%
Unknown	0.00%	2.10%	1.95%	1.34%	1.12%
	100.00%	100.00%	100.00%	100.00%	100.00%

Employee Development and Organizational Effectiveness
Innovation, Engagement, Community

We support the City's mission by recruiting, developing, and sustaining a diverse, talented, and engaged workforce through:

- creating learning and growth opportunities;

- fostering work culture change through interventions and initiatives;

- promoting strategic thinking, planning, process improvement and development;

- and supporting and facilitating community partnerships and engagement.

Key 2015 Equity Initiatives-EDOE

In 2015, Employee Development and Organizational Effectiveness (EDOE) implemented or expanded a number of initiatives intended to meet our equity goals. A few highlights are below:

- **Conduct a Training Needs Assessment and Implement Changes**: An initial needs assessment was completed in the fall of 2015. A survey was sent out to all staff at all levels of the organization to obtain more direct employee feedback on development needs. Key themes that emerged from the survey were more career planning opportunities, more leadership development, and opportunities for retirement planning. In addition, we collaborated with the Racial Equity and Social Justice Initiative to develop a plan for implementation of additional training related to race and equity. What followed was development of a 2016 calendar which included a variety of new trainings including but not limited to: Developing Your Leadership Potential, a Retirement Primer, Implicit Bias, and Communicating Around Race and Oppression.

- **Conducted 2nd Annual Leadership Conference:** An initial leadership conference was created in 2014 and provided a variety of learning opportunities related to leadership, engagement and racial equity. The second annual conference, with keynote by Alder Maurice Cheeks, was held in October of 2015, and was designed to support key concepts associated with racial equity and employee engagement through sessions related to participatory and servant based leadership.

- **Conducted first Women's Leadership Series**: A key development tool created to address disparities in leadership related to gender was a five-day series designed in association with the Women's Initiatives Committee. The series was targeted toward addressing specific behaviors which research links to impeding gender diversity and focused on self-management, relationship management, conflict management, strategic management, and career management. For more details on the development and implementation of the series, please see the two-year report at www.cityofmadison.com/employeenet/documents/WomensLeadershipSeriesReport2016.pdf.

- **Onboarding and Leadership Academy Pipeline Development**: These two separate initiatives focused on developing a cohesive and consistent method for new employee engagement, as well as a leadership development series focused on providing employees with little supervisory experience with an educational equivalent of one year of supervisor experience toward meeting front-line supervisory minimum qualifications. While both of these programs were developed in 2015, implementation was scheduled for 2016.

Notable Outcomes-EDOE

The efforts outlined above are designed toward increased equity in capacity building and development opportunities for City of Madison employees. One of the most important outcomes of these processes included an understanding of a need for more consistent and comprehensive data and reporting. For example, while training evaluation information was being obtained, that information did not include demographics in reporting, nor was it used in determining needs for subsequent years. Consequently, the following data-related needs were identified for implementation in 2016 or future years:

- Establishment of baseline training effectiveness data, reporting of that data, and use of that data in ensuring goals are met related to equitable outcomes in training and development.
- Establishment of training need and barrier data broken down by agency and demographics.
- Use of consistent and current workforce data in development, implementation, and reporting of programmatic efforts aimed at addressing disparities related to race, gender, and other identity groups and collaboration with the Department of Civil Rights in workforce reporting.
- Development of a Human Resources position housed in EDOE and aimed at assessing and addressing barriers to inclusivity in the workforce and implementing equitable hiring strategies.

2016 is consequently planned to allow for development of baseline data and future years for expansion of programmatic efforts and staffing toward equitable workforce development.

An initial report on the Women's Leadership Series provides both evaluative and outcome related data and included some of the following:

- Increase of women in "Top Management" (includes all supervisory and professional positions) from 34.83% to 39.01% in 2016, after the noted decline in representation in the four years prior.
- Increase of women in managerial positions (CG 18/13 and above) to 29.4% in 2016 from 23.0% in 2012 to 22.8% in 2014.
- Increase of women in senior managerial positions (CG 18/15 and above) from 18.6% in 2012 to 21.3% in 2014 to 25.7% in 2016.
- Self-report of participants included increased feeling of readiness for higher level positions/greater likelihood to apply.

Associated reports also show a decline of both women and people of color in Department/Division Head positions in that time, and virtually no change in representation of people of color at any level of leadership since 2008. Impacts of current initiatives aimed at increasing representation of people of color and individuals in leadership positions may be delayed until current initiatives like outreach, pipeline development and implicit bias training have necessary resources and time to take root.

Employee and Labor Relations
Knowledge, Guidance, Compassion

ELR leads innovative and progressive practices to support an engaged workforce by establishing and maintaining fair, equitable, and sustainable best practices in employee relations, employee benefits, compliance, customer service, and strategic partnerships. Employees work in the areas of labor and employee relations, benefits, occupational accommodations, leave administration, and serve as administrative support for the agency.

Key 2015 Equity Initiatives-Employee and Labor Relations

In 2015, the ELR unit implemented or expanded a number of initiatives intended to increase equitable outcomes for employees. A few highlights are below:

- **Equity in Wage Increases**: Established a pay equity pattern that is designed to result in wage equity among the various employee groups by the beginning of 2019 and to maintain pay equity when it has been achieved.
- **Engaged in Strategic Planning:** The ELR staff engaged in strategic planning for the first time in 2015 and developed a long term plan to address issues of racial equity on a City wide basis.
- **Creation of process for General Municipal employees to replace the loss of Collective Bargaining rights:** With the passage of Acts 10 and 32, the right to collectively bargaining was curtailed or eliminated for over half of the City's work force. As a result, ELR staff worked with Employee Associations to develop a process for employees to have a voice in the workplace without the formal structure of a collective-bargaining relationship.
- **Involve Unions/Employee Associations in an equity impact analysis**: It is important as the HR Department looks at equity in various processes, such as hiring and onboarding, that the Employee Associations be involved to provide their voice to the issues being reviewed.
- **Movement of City employees to a more sustainable health care plan:** Union and Employee Association representatives have expressed a desire to engage the City in conversation regarding health insurance due to ever-increasing premiums. The goal would be to ensure the continued viability of health insurance while also ensuring employees maintain competitive pay.

Notable Outcomes-Employee and Labor Relations

The efforts outlined above affect employee equity and engagement in the workplace. Each issue is designed to ensure employees have a voice in the workplace. It is equally important managers respect their voice and address issues that are raised, if necessary. Because of this, ELR has worked hard with the employee groups and City managers to foster a positive relationship with the various Unions and Employee Associations. Examples of this can be seen in the creation of a process for General Municipal employees to replace the loss of Collective Bargaining rights; improvement in pay equity between employee groups, strategic planning, and development of interest-based problem solving tools.

Going forward, ELR intends to engage with employee associations and collective bargaining units to look at employee benefits through an equity lens.

In-Depth Racial Equity Analysis-Hiring Process

Overview

City of Madison HR is a national leader in racial equity and social justice HR best practices.[1] In 2015, the HR Services Unit conducted a racial equity analysis of the hiring process to identify barriers for communities that are historically disenfranchised at different stages of the hiring process, as suggested by the City of Madison Racial Equity and Social Justice Initiative.[2] This analysis included the following stages:

1. Advertising and Outreach
2. Developing Minimum Qualifications
3. Developing the Position Description
4. Screening Applicants
5. Exam Development
6. *Referral Rules & Points[not yet complete]*
7. *Post Referral (Interview Panel/Interview Questions, Reference Checks, Background Checks) [not yet complete]*
8. *Red Flag Hiring Process [not yet complete]*

Relevant stakeholders were involved at each point in the process, including a variety of HR staff, City staff, and community stakeholders. Going through the first 5 analyses allowed a list of 99 potential barriers to be identified. HR Services staff has reviewed the list of 99 and documented either where HR is already doing the proposed solution, where the solution could be implemented with minimal effort, with significant effort, or where the proposed solution would be impractical given various considerations.

Reviewing the barriers has allowed HR Services staff to identify certain priorities that are currently being addressed. Specifically, HR Services staff is updating the City's application template to the extent possible to make it simple for applicants. In addition, staff is reviewing the job announcement to identify areas for improvement. HR Services staff intends to review the other proposed solutions and prioritize projects for 2017 and beyond.

Background

All systems have benefits and burdens, and HR Services staff, responsible for administering the City's hiring process, set out to understand what parts of their system they have control over, what parts they could influence, and what parts are outside of their control to make changes to their processes. The goal of the analysis is to break down barriers that negatively impact communities that are historically disenfranchised: people of color, people with low incomes, women, people with disabilities, as well as other groups.

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[1] Government Alliance on Race & Equity. (2015) The City of Madison's 2015 Human Resources Equity Report: Advancing Racial Equity in the City Workforce. Accessed from: http://racialequityalliance.org

[2] Racial Equity and Social Justice Initiatve. (2014). Strategy Guide for City Agencies. Accessed from: http://www.cityofmadison.com/employeenet/attorney/documents/RESJstrategy.pdf

After conducting this analysis, it is clear that some of the hiring process barriers are institutional in nature and are not in full control of HR. Additionally, some of the barriers are structural and historical in nature. However, HR has identified several areas to make significant change, and looks forward to strategic partnership to facilitate change in other identified areas. Further portions of the hiring process that need analysis include what happens after candidates are referred to departments for hire, as well as the red flag hiring process, which is administered by the Department of Civil Rights.

Additionally, the City's Multicultural Affairs Committee released a report in May 2016 highlighting the importance of inclusive work spaces. This report reveals that all efforts should be made to improve hiring, but without efforts to enhance work place culture, long term positive impacts will not occur.[3]

Finally, the Racial Equity and Social Justice team worked with Human Resources to develop an Equitable Hiring Tool[4] that departments can use to mitigate barriers in the hiring process. HR Analysts have been trained on the tool and have all participated in at least one tool application. They will continue to provide support for the application of this tool in partnership with the EDOE Unit of HR.

Methodology

In preparing the analysis, staff met to set expectations for how the analysis would be conducted. Staff utilized the best practices put forth by the Racial Equity and Social Justice team.[5] They also established the following ground rules for the analysis:

- **Data driven process** – This analysis will be driven by data as much as possible, through the systems available to HR and the City. Anecdotal experiences and opinions will be heard, but data will drive the process.
- **Partnership** – A variety of stakeholders will be involved in each one of the above areas to assure a well-rounded analysis.
- **Prioritization and capacity** – HR staff will analyze these areas as thoroughly as possible for optimal outcome. The goal is to complete analysis of all the areas by the end of 2015. However, if some portions of the analysis take longer, the group will reconvene after seasonal hiring ends in spring of 2016 to finish the process.
- **Transparency** – HR recently completed an Equity Report to summarize all equity initiatives occurring through 2015.[6] This process will also be reported on so the larger City will be knowledgeable of process.

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[3] Multicultural Affairs Committee. (2015) City of Madison Workplace Climate Survey. Accessed from: http://www.cityofmadison.com/Employeenet/multiculturalAffairs.cfm

[4] Equitable Hiring Tool – Direct Link

[5] Racial Equity and Social Justice Initiative. (2014). Best Practices: Racial Equity Impact Analysis. Accessed from: http://www.cityofmadison.com/employeenet/attorney/documents/RESJbest.pdf

[6] Lipski, Stenson, Gombar, & Wirtz. (2015). Equity in Hiring and Employee Development. Accessed from: https://www.cityofmadison.com/hr/

The hiring process was broken down into eight themes as seen on page 10, and focus group meetings were held with city staff, community members, and HR Services staff to focus on areas 1-5. Areas 6, 7, and 8 are handled in partnership with other agencies, so they will be addressed in partnership with Civil Rights and hiring agencies in 2016-2017.

The focus group meetings were facilitated by Melissa Gombar from EDOE. In attendance for all the sessions was the HR Services team of Michael Lipski, HR Services Manager, and HR Analysts Julie Trimbell, Sarah Olson, Emaan Abdel-Halim, and Susan Gafner.

There were three equity impact analysis focus groups held from August – October 2015.[7] The following City of Madison employees and community members participated in one of the focus groups:

Name	Agency	Name	Agency
Michael Dailey	Engineering	Lisa Laschinger	Parks
Charlie Romines	Parks	Vernon Blackwell	Urban League
Susan Morrison	Community Development Division	Laurie Meulemans	Dane County Joining Forces for Families
Harper Donahue	Human Resources	Steven Davis	Madison Fire
Michael Miller	Community Development Division	Sarah Lawton	Library
Tariq Saqqaf	Mayor's Office	Johnny Winston	Madison Fire
Michael Spelman	Library	Michael Popovich	Madison Fire
Eric Halvorson	Traffic Engineering	David Faust	Information Technology

In all, there were 99 mitigation strategies that were brainstormed to enhance the hiring process in the eight areas.   The HR Services Manager and staff categorized these strategies in the following priority areas:

- Currently Done - 24
- Minimal Effort - 21
- Long-term Effort - 23
- Could not do – 14
- Additionally, 17 of the items were not able to be categorized, and are coded as "other."

After classifying the strategies in this way, the HR Services Manager and staff identified how often the "Currently Done" items occur, and they set work plan goals for 2016, 2017, and 2018 for the "Minimal Effort" items. The "Long Term Effort" items will be considered as the HR Services Manager and staff enter into their 2017 strategic planning discussions.

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[7] The first session addressed advertising/outreach, the Job Announcement, and the Job Application. The second session addressed screening for minimum qualifications. The third session addressed developing minimum qualifications and the position description and exam development.

The following sections will provide some examples of the work that has been ongoing and that will begin as a result of the analysis. For the purposes of efficiency, not all of the strategies will be addressed. However, they can be seen in Appendix 3 of this report.

Results and Priorities

The process has helped the HR Services team identify a number of priorities to address various barriers. A few of the significant items will be highlighted in this section.

Application Revisions

The analysis revealed a number of potential barriers that staff determined could be mitigated through a revision of the employment application. Some barriers included confusing wording on the questions, questions that may not be relevant during the application process (such as whether an applicant had previously worked for a WRS employer), and data collection that could be enhanced (such as how applicants found out about the job opening).

In 2016, starting with the recruitment for seasonal laborers, HR Services staff revised the application template to simplify wording and to remove questions that were not relevant. For example, a large number of questions were asked regarding an applicant's driving record. However, after discussing, it was determined that this information was not used as part of the hiring process. Rather, once a candidate is selected, HR will run a driving check to ensure the candidate has a valid driver's license and beyond that, no further information is reviewed. As a result, over 10 questions were being asked on the application that were irrelevant. These questions were removed from the template.

Other questions were reworded to be simpler. For example, the question regarding whether an applicant wanted their application to be confidential was changed from

> *CONFIDENTIALITY:*
> *Candidates for Civil Service positions may request the confidentiality of their name and application information and we will honor the request to the extent permitted by law. However, names of those candidates applying for positions identified as "local public officials" under 19.42(7)(w) Wis. Stats. will be released if they are a finalist for the position. Generally only Department/Division Heads are considered "local public officials".*
>
> *Do you request confidentiality?*

to

> *Do you request that your application for this position remain confidential consistent with open records laws?*

This should make the question much simpler for the applicant to understand. Other questions were reworded and/or combined in a similar fashion to make the overall application shorter and more understandable.

In addition, in response to some of the suggestions, the list of sources where the applicant is asked to identify how s/he found out about the opening was expanded. The City's Website is not listed first and a follow-up question was added to get more specific information if the applicant selected a broad category. For instance, the category may say "outreach event" and then the follow up question would allow the applicant to specify which event so the relative success of outreach efforts can be tracked.

All templates were reviewed to make the questions easier for applicants, similar to the above. This was completed in September, 2016.

Recruitment and Outreach

One potential barrier that was identified was that it was confusing to City agencies as to who is responsible for recruitment and outreach activities. This confusion may result in job openings not being marketed to underrepresented communities. To address this concern, HR hired an intern through the City's Affirmative Action Student Professional in Residence Internships (AASPIRE) program. The intern's main focus was to set up meetings with various City agencies to discuss recruitment plans and sources for various positions where the City has struggled in attracting diverse candidates. Through this internship, meetings were held with 15 City agencies to discuss outreach initiatives and how the City can recruit diverse candidates. Many ideas and recommendations were shared and agencies were able to take back concrete ideas for future recruitments. HR's recruitment database of sources for advertising more than doubled to over 320 possible sources.

The meetings also discussed the agency role in outreach activities, emphasizing that the best source of knowledge about particular jobs are the people who perform and oversee those jobs on a regular basis. HR is going to make a more concerted effort to seek out career fairs, as opposed to job fairs, as a way to market City job opportunities. Career fairs are a place where students can receive information on various employers without necessarily being expected to apply for jobs immediately. The career fair is better for the City as there are not always job openings when a job fair is scheduled.

Supplemental Question Responses

For many professional level positions, the application process requires applicants to submit essay answers to questions designed to give the City a better understanding of the applicant's qualifications. The essay responses are later scored and serve as the civil service exam for the position. These supplemental question responses are to be uploaded as part of the application and if they are not, the applicant is screened out of the hiring process for failing to participate in the required exam. Even though there is language with each supplemental question advising the applicant that the response is required as part of the application, a number of applicants fail to submit the responses and are removed from the process.

In 2016, the HR Department hired 2 Wanda Fullmore Interns, high school students who worked in the department for the summer. One project was to have the interns contact applicants who did not submit supplemental question responses to find out why they did not do it. Responses varied from not understanding that the responses were required to not wanting to take the time to answer the questions. Based on this data, HR Services staff is experimenting with different ways to make the supplemental questions more noticeable on the job announcement. For example, the following language is now being used on job announcements with supplemental questions to draw attention to the questions and to the consequences of not completing the responses.

IMPORTANT: THERE ARE THREE SUPPLEMENTAL ESSAY TYPE QUESTIONS ON THE JOB POSTING. YOU MUST ANSWER ALL THREE QUESTIONS AND ATTACH YOUR ANSWERS TO THOSE QUESTIONS IN THE ATTACHMENT SECTION OF YOUR APPLICATION. APPLICATIONS RECEIVED WITHOUT THE RESPONSES WILL NOT MOVE FORWARD IN THE PROCESS.

To view the questions, click on the supplemental question tab OR view the bottom section of the job bulletin.

The intent will be to experiment with different ideas and see if any have a direct impact on the number of responses received.

Future Projects

The analysis also provided a number of ideas that HR Services staff will work on in the coming years:

- Redesign the job announcement to make it more appealing for job seekers.
- Work with NEOGOV to make the program more user-friendly and more customizable for HR staff.
- Consider the sites where employment exams are given and determine if sites exist that are more accessible by public transportation.
- Greater analysis as to why candidates schedule but do not show up to take employment exams.

All these areas are possibilities for future enhancements in the hiring process to make it more accessible for everyone.

Unable to do

There are also some strategies that HR is unable to do at this time. Like many professional fields, there are ethical best practices that govern Human Resources practices that ensure fairness and equity in a system. In Human Resources, many of these are safeguards against nepotism as well as political influence. Additionally, human resources practices are a strategic partnership between HR and a hiring department. HR cannot make a final hiring decision for a department, and departments are not practitioners of the HR field. This requires a delicate balance of sharing of responsibilities. Additionally, HR is governed by Personnel Rules that guide the City of Madison hiring. These dynamics suggest there are more upstream changes that may need to be considered beyond this analysis.

Next Steps

Equity impact analysis is meant to identify upstream solutions to issues which disproportionately impact communities of color and communities that are low income. This analysis was able to identify ways to make the parts of the process performed by HR a bit more efficient. The end result was successful in that way. That being said, there is more work to be done. As referenced above, HR has work plan items to perform in 2016 and 2017.

Next steps will include the following:

1. Conduct remaining portions of analysis
2. Set goals for long-term measures
3. Conduct an equity impact analysis of the personnel rules

Human Resources 2016 Initiatives

2016 Initiatives are again focused in the six areas of Equitable Workforce Planning outlined by the Government Alliance on Race and Equity and include the following:

Initiative	Details
1. Analyze data	• Outcome based training plan with equity analysis • Create strategic plans and added data points for HR units
2. Support, engage, and organize others	• Additional outreach and diversity recruitment plans for departments • Assist DCR with update of 3-5 training resources
3. Use racial equity tools	• Analyze/implement onboarding process • Analyze workplan using tools • Analyze benefits using equity tool
4. Create a workplace culture where racial equity is both a value and is operationalized	• Create implicit bias training and other bias related sessions • Finalize/implement hiring tool across organization
5. Initiate and implement pipe-line development programs	• Implement Leadership Academy Pipeline • Implement Trainee positions
6. Set goals, track progress, and focus on accountability	• Complete Equity in Hiring Report • Complete 5 Equity Hiring Analyses

Additional Information

For additional information, to provide ideas and feedback, or to talk to one of our strategic partners directly, please see our site at http://www.cityofmadison.com/hr/ or call us at 608-266-4615.

Appendix 1 – HR Workplan for 2015

Goal 1 - Quality - Provide an innovative and responsive employment system in support of the HR Mission.

	Milestone	Responsibility	Timeline	Assessment
1.1	Comprehensive On-boarding Program Plan for permanent employees.	Stenson/van Lith	December	Submit written plan supporting a more comprehensive on-boarding program for City ees.
1.2	Increase the diversity of applicants for City positions and complete a comprehensive diversity report on HR initiatives.	Lipski	Ongoing	Using Neogov data, improve upon the 2014 diversity numbers and complete a report regarding all HR effort and outcomes
1.3	Replace probation reports with Engagement/On-boarding reports at 3 and 6 months.	Stenson	December	Training offered, forms updated and implemented.
1.4	Align City Training/Educational requirements for existing employees that allow employees to achieve minimum qualifications for specific CG 18 & 44 positions.	van Lith/Lipski Stenson	December	Update 5 classifications to incorporate the ability to meet minimum qualifications by completing City training/educational programs.
1.5	Work with equity group to create a program to provide trained City Facilitator roster	Stenson/ van Lith/Leifer	July	Program defined in engagement manual, employees trained and facilitating.

Goal 2 - Continuous Improvement – Continually review and enhance human resources organization, systems, processes, procedures, and work environment.

	Milestone	Responsibility	Timeline	Assessment
2.1	Model the teamwork and courteous behavior we expect from all City employees.	All	July	Discuss progress as of July Unit Head meeting.
2.2	Less Paper Orientation (Paperless?)	Leifer	December	List of previously paper orientation materials that were converted to electronic forms.
2.3	Complete equity analysis of HR work plan and Hiring Process.	Lipski/Stenson	December	Completion of analysis with recommendations for changes to personnel rules and workplan.
2.4	Increase internal engagement efforts.	All	Ongoing	Two all-staff meetings (workplan and budget)
2.5	Maximize opportunities to create efficiencies using self-service and other functionality of the new ERP system.	van Lith/Leifer/All		5 specifically attributed improvements using ERP (training, benefits orientation, I9, and other areas)
2.6	Implement an EAP specific software program.	Martinez/ Nottingham	April	Program selected and purchased, Implementation, training and input of data complete.
2.7	Implement Talent Management Initiative to identify leaders and high potential employees for development and future roles	van Lith	December	Not completed.

Goal 3 - Compliance - Protect the City's resources by minimizing exposure to legal liabilities and associated risks.

	Milestone	Responsibility	Timeline	Assessment
3.1	Eliminate the use of social security numbers in the Human Resources Department	All	Ongoing	Social security numbers no longer being used in any HR function (Except I9 voluntary)
3.2	Develop Health Insurance review process outline and implement.	Leifer	September	Completed and new plan approved by Council
3.3	Process an RFP for a benefits consultant (Wage, Life, 457)	Leifer	December	RFP completed and proposals accepted and evaluated and vendor selected.
3.4	Develop in-house resources for conflict mediation and resolution	van Lith Martinez	December	Program, Policy, Training and other resources developed and being implemented.
3.5	Complete the I9 audit and begin conversion to electronic storage	Wirtz/Pilsner	December	Destroy obsolete I9s and use ERP to store active I9s.

Goal 4 - Outreach - Proactively build the trust and capacity to increase visibility and enhance relationships with all City departments.

	Milestone	Responsibility	Timeline	Assessment
4.1	Women's Leadership series development, implementation, and evaluation.	Stenson	December	Implemented over the summer. Evaluated by December.
4.2	Develop and distribute a quarterly EAP/wellness electronic newsletter	Martinez	March	First letter distributed to all staff in March, 2015
4.3	Development of IBPS/Engagement training	Leifer/Stenson	March	Create and implement within all public works agencies
4.4	Develop and deliver a Suicide Prevention program for Madison Fire personnel	Martinez	June	Development and delivery of training
4.5	Creation of MFD Peer Support Team	Martinez	December	Development of program, policy, recruitment and training completed
4.6	Second annual HR Conference for Supervisors	Stenson	December	Conference completed.

Appendix 2 – HR Workplan for 2016 with Equity Analysis Modifications

	Quality		Continuous Improvement		
	Milestone	Assessment	Milestone	Assessment	
1.1	Implement and evaluate use of Leadership Academy pipeline to supervisory positions.	Data driven evaluation of impact and outcome of the process on vacant targeted supervisory positions.	Model the teamwork and courteous behavior we expect from all City employees.	Workshop at all staff meeting discussing what we mean by teamwork and courteous behavior and race implications	2.1
1.2	Hire an aaspire intern to develop diversity recruitment strategies for departments.	Intern hired and recruitment strategies for various occupations documented.	Increase internal engagement efforts focused on trust.	Use survey data and implement initiative in the area of trust	2.2
1.3	Implement on-boarding program with talent management	Onboarding program developed and implemented after 2015 equity analysis.	Complete at least 5 equity hiring analyses for positions with low diversity	Completed and hired as well as development of equitable workforce planning guide and training	2.3
1.4	Complete equity analysis of hiring process and implement modifications.	Recommended modifications to policies, procedures, and practices implemented.	Create and implement wellness planning as offshoot of departmental engagement initiatives	Develop tool for departments and engagement groups to utilize	2.4
1.5	Equity analysis of training programs and development of outcome based training matrix	Matrix developed and utilized in training program design	Create strategic plans for each HR work unit that outline new and current data points to inform work	Plans completed which include at least three new data points per unit	2.5
	Milestone	Assessment	Milestone	Assessment	
3.1	Update APM 2-40 Fitness for Duty to clarify leave status of employees during the process	APM Updated and signed by Mayor.	Implement accountability tool and strategy guide related to Engagement and Equity initiative	Tool implemented and evaluated, strategy guide completed	4.1
3.2	Develop meet and confer process document with associations and ERC	Handbook developed and mediated sessions completed prior to implementation.	Complete equity report outlining 2015 and 2016 initiatives and outcomes	Report completed and forwarded to dept/div heads, Alders, Mayors office and posted on HR Website	4.2
3.3	Create implicit bias training in coordination with DCR which addresses how to reduce bias and facilitate difficult discussions	Training developed, implemented, and evaluated for effectiveness and participation rates.	Create HR communication and customer service approach that is outcome focused	Develop an internal customer service survey and use the data to develop a plan to implement in 2017	4.3
3.4	Work with DCR to create seasonal 3-5 video to improve training tools	Training developed, implemented, and evaluated.	Create and implement style guide related to HR communications to coincide with Train the Trainer	Completed and communicated out to HR Staff and data summarized related to diversity of instructors.	4.4
3.5	Create internal process document related to layoff and disability leave and layoff	Document completed and implemented.	Create benefit summary document to be shared with all employees and applicants	Completed and posted on HR website	4.5
3.6	Complete equity analysis of benefits and create recommendations for modifications	Complete analysis and forward recommendations to Mayor and Council.			
	Compliance		Outreach		

Modifications to 2016 workplan upon completion of Workplan Equity Analysis

Item	Modifications to Implementation of Workplan Item	Future Workplan/Strategic Plan Items
1.1	• Add methods for marketing. • Work with agencies to identify how individuals are getting funneled in. • Implement with five positions • Include specific outreach for people of color • Track requests that are denied. • Add opportunity for career counseling for those who are denied	• Identifying improvements toward leadership competency evaluation • Clarify leadership competencies in marketing and academy materials
1.2	• Modified to hire Aaspire intern to develop recruitment strategies for each department. • Develop additional measures through neogov related to diversity of position levels. • Clearly articulate in equity hiring tool guide definition of diversity	• Utilize new data points to develop targeted recruitment for higher level positions. • Identify additional ways HR can have an impact on hiring decisions further downstream
1.3	• Changed to build talent management process off of onboarding program. • Use data and evaluation to show how this has supported improvements over time.	
1.4	• Ensure we utilize explicit terminology related to equity.	
1.5	• After developing tool, look at tool through equity lens	
2.1	• Change assessment to put a workshop at all staff meeting to discuss meaning of item, and implications related to race	• Make hiring of people of color for future positions an explicit priority, and every effort to achieve.
2.3	• Change to assessment to incorporate development of guidelines related to Equitable Workforce Planning Guide and training in association with DCR	• Work with DCR to develop tracking tool related to efficacy of hiring tool
	• Ensure information is deliberately communicated in multiple vehicles.	
3.1	• Ensure clarity of information through review by multiple individuals.	
3.2	• Develop mutual goal with associations related to diversification of representatives	• Identify ways to obtain mediators of color
3.3	• Include segment on how to listen and apologize • Incorporate idea of shared responsibility • Incorporate agency and employee participation rates into assessment	• Develop target percentages related to employee and agency attendance • People on hiring panels should be given access to trainings
3.4	• Include modifications to in person delivery of 3-5 to improve effectiveness	
3.5	• Ensure inclusion of standards and expectations for employees who are displaced.	
3.6	• Be intentional about composition of those working on the analysis	

Item	Modifications to Implementation of Workplan Item	Future Workplan/Strategic Plan Items
4.1	• Ensure diverse staff in application of accountability tool. • Ensure data related to engagement and work culture is reviewed across demographics in each work unit. • Include specific recommendations along with the assessment. • Provide the Mayor with language to push this forward as the way agencies are expected to operate (there was an original ask…continued follow-up is needed for ongoing agency check-ins)	• Develop outreach to obtain more venues for the input of people of color on work culture improvements • Pull in some colleagues from other agencies to discuss ways to enhance accountability to get to true power shifts.
4.2	• Develop an extensive list of community groups to raise awareness about the report and ongoing work	
4.3	• Ensure communication approach requires review for jargon and readability • Disaggregate survey data by race, income, gender, types of position. • Engage MAC in initial assessment • Create additional internal learning opportunity to ensure awareness of issues of race and equity	• Make a reference guide available for employees to educate themselves about benefits and opportunities • Ensure survey is ongoing
4.4	• Modified assessment to include new data point related to instructor diversity. • Ensure each session utilizes best practices related to creating inclusive learning environments • Ensure train the trainer includes diverse learning need requirements • Collect data on demographics of instructors by course type • Engage a diverse group in developing the style guide • Communicate to mgrs to prioritize sending employees of color to leadership trainings within marketing	• Increase use of POC as instructors based on 2016 data • Share bests practices and successes with other departments.
4.5	• Include diverse group for input and focus testing including MAC • Use visuals and language that reflects the target audiences • Be clear about our intention to build a diverse and inclusive workforce	

Appendix 3 – Equity Analysis Recommendations - HR Workplan

Category	Barriers	Ideas to mitigate barriers	Scoping Questions Master	Justification	If current, how often is it done? What will we tackle in 2016, 2017, 2018?
Application	Applicants may not be able to get to a library to use a free computer. If they do get to a library, staff may not have the time or capacity to assist in the best way.	Build partnerships with community organizations so applicants can get assistance.	Currently done	We are building relationships with Urban League, YWCA, JobMob, Forward Service Corporation, LaSup and others.	We meet with potential applicants monthly at JobShop at the Meadowridge Community Center. We also meet with other community organizations upon request (ex. Provided training for Job Center on April 29 regarding our hiring process)
Application	Applicants may not have computer access.	Provide access at libraries.	Currently done	Libraries have computers available to the public and staff are familiar with on-line applications	Ongoing
Application	NEOGOV is not user-friendly for some applicants.	Partner with community groups.	Currently done	HR staff volunteers at JobMob once a month to provide direct support to applicants. Library staff is also able to assist with this process.	Once a month at JobShop and ongoing with library staff
Application	NEOGOV is not user-friendly for some applicants.	Provide one on one time with applicants.	Currently done	HR staff volunteers at JobMob once a month to provide direct support to applicants. Library staff is also able to assist with this process.	Once a month at JobShop and ongoing with library staff
Application	NEOGOV is not user-friendly for some applicants.	Provide a more visual "progress bar" for applicants.	Currently done	The application within NEOGOV shows the applicant where they are at and how many sections are remaining. It also shows a warning mark if a section is not completed.	This currently happens as applicants apply
Application	NEOGOV is not user-friendly for some applicants.	Improve system to provide clearer confirmation when application is submitted and allow applicants to save as they go.	Currently done	Applicants receive an on-screen notification and a separate email confirming receipt of an application.	This currently happens with each successfully submitted application
Application	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	If an applicant has to answer too many supplemental questions, they may not apply. Assure only two or three questions.	Currently done	HR strongly recommends asking no more than 3 essay questions when used as part of a recruitment process.	Ongoing by HR staff. HR also conducted preliminary analysis of the non-response rate by racial/ethnic background and has not found a disparate impact by race for those who do not submit responses.

Job Posting	Knowledge/Working Knowledge/Thorough Knowledge may be intimidating for applicants.	Have a personal contact for questions about a job posting.	Currently done	Applicants frequently call HR and can speak directly to the HR Analyst in charge of a particular recruitment if there are questions.	Ongoing
Developing the minimum qualifications	Difficult for people who don't meet all T&E and KSA's to compete with those who do.	Offer lower level entry positions and/or trainee positions.	Currently done	We offer trainee positions when appropriate, consistent with the criteria in the Personnel Rules. In 2015 alone, we created and filled approximately 5 trainee positions.	This is done consistent with the Personnel Rules, once there has been a failed recruitment. Six trainee positions have been created since the start of 2015.
Developing the minimum qualifications	Difficult for people who don't meet all T&E and KSA's to compete with those who do.	Provide mentoring to those brought into lower level entry or trainee positions.	Currently done	The trainee program is set up in a way that the incumbent is receiving training and mentorship throughout the program.	This is a part of the trainee position, and is set up as a trainee is established.
Random Selection	If managers are hiring for specific applicants, they may just move through the list until they get to the candidate they want.	Assure in-depth education with managers to assure that they are able to best describe the actual position needs.	Currently done	Managers go through training with HR on developing position descriptions. Managers also review each job announcement prior to it being posted to ensure the position is described appropriately.	For every recruitment, the HR Analyst asks the hiring manager to review the posting and will not post until approved by the agency.
Random Selection	While random selection does often benefit women, people of color, and low-income communities, there needs to be high trust for it to be successful.	Assure in-depth education for applicants when random selection may be utilized.	Currently done	We include on the job announcement if random selection is a possibility and it is also discussed in the "Navigating the City of Madison Hiring Process" guide on our website.	If a recruitment process might use random selection, this language is included in the job announcement so that applicants are aware before they apply.
Exams/Supplemental Questions	The entire hiring process in and of itself is somewhat confusing and overwhelming.	Offer training on hiring process.	Currently done	We offer training for managers and we have developed a training for applicants that will be offered in 2016.	3 trainings for applicants are scheduled for 2016. 2 trainings for managers are scheduled for 2016.
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Weigh sections differently for exams to more accurately capture skills and needs.	Currently done	This is done at times, including with our computer testing.	ongoing. Part of the exam review with hiring managers is to discuss weighting, especially for computer testing.
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Score a portfolio instead.	Currently done	Certain processes require an applicant to submit a work sample that is scored as part of the exam process.	Portfolios are requested and reviewed for applicable positions, such as Planner, Planning GIS Specialist, and Web Graphics Designer
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Bring more people in as trainees.	Currently done	We have expanded the use of the trainee designation as appropriate under the Personnel Rules.	This is done consistent with the Personnel Rules, once there has been a failed recruitment. Six trainee positions have been created since the start of 2015.

Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Assure that tests are relevant to the job by having guidelines or rules about how often they must be reviewed and updated.	Currently done	We ask supervisors to review the exam each time it is administered to ensure that the questions remain current and relevant.	Hiring managers are offered the opportunity to review a written exam every time it is offered to ensure the questions remain relevant.
Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	To help calm anxiety, offer training on the process.	Currently done	We offer training for managers and we have developed a training for applicants that will be offered in 2016.	3 trainings for applicants are scheduled for 2016. 2 trainings for managers are scheduled for 2016. In addition, HR is sending a survey to candidates who didn't show up for firefighter testing to find out why. This survey can be used for other processes to get more information as to why people don't test.
Advertising/ Outreach	Job postings do not sell the city. Potential candidates may be pursuing other companies for better "perks".	Advertise free bus pass for city employees and other benefits.	Currently done	This is part of the job posting, under the "Benefits" tab.	This is on every posting.
Advertising/ Outreach	Limited funds are available for outreach to newspapers, particularly community newspapers, where we may reach more targeted groups.	Be strategic about the funds, and if it is too expensive for the return we are seeing, spend that money to build relationships that are ongoing and trusting with community partners instead.	Currently done	We are building relationships with Urban League, YWCA, JobMob, Forward Service Corporation, LaSup and others.	We meet with potential applicants monthly at JobShop at the Meadowridge Community Center. We also meet with other community organizations upon request (ex. Provided training for Job Center on April 29 regarding our hiring process)
Advertising/ Outreach	Transactional needs to fill a slot or gain a higher number of diverse applicants alone will not gain long term change.	Use current city staff to help share postings.	Currently done	Many departments request a copy of the posting in order to publicize the opening.	Ongoing, as requested.
Advertising/ Outreach	Transactional needs to fill a slot or gain a higher number of diverse applicants alone will not gain long term change.	Dedicate time and resources to ongoing, interactive contact with community members and groups.	Currently done	We are building relationships with Urban League, YWCA, JobMob, Forward Service Corporation, LaSup and others.	We meet with potential applicants monthly at JobShop at the Meadowridge Community Center. We also meet with other community organizations upon request (ex. Provided training for Job Center on April 29 regarding our hiring process)

Advertising/ Outreach	The amount of days a posting is open has perceptions in the community. The shorter the time it is posted, the greater chance community members think that the department "already has a candidate."	Require a minimum posting time for each type of position, or create a checklist that helps departments choose the amount of time to keep a position open. Post it on the website.	Currently done	City of Madison Personnel Rules establish this information. We post all positions for a minimum of 5 busines days. The Personnel Rules can be found on the City's website.	Every posting is posted in accordance with the Personnel Rules.
Everything	Bias can always enter the development of the class specification, KSA's, T&E.	Assure analysts and hiring managers are working with each other to achieve the most accurate requirements.	Minimal Effort		**2017**--We will look to create an email template outlining what Hiring Managers should review when asked to review the job posting, focusing on the KSA and Training/Experience language.
Application	Applicants may not be able to get to a library to use a free computer. If they do get to a library, staff may not have the time or capacity to assist in the best way.	Make the application easier.	Minimal Effort		**2016**--We will be reviewing all our application templates to simplify the process. We have already significantly adjusted the hourly application template based on feedback from this process.
Application	Application formatting and some questions are confusing and could deter applicants from underrepresented communities from applying.	Remove roman numerals from agency wide questions, and make these more position-specific.	Minimal Effort		**2016**--We will be reviewing all our application templates. We have already removed the roman numerals from the hourly application template based on feedback from this process.
Application	Application formatting and some questions are confusing and could deter applicants from underrepresented communities from applying.	Remove WI Retirement System question and ask it during orientation instead as a part of payroll documents.	Minimal Effort		**2016**--We will explore whether we can get this information in a different way as we review the job application.
Application	Application formatting and some questions are confusing and could deter applicants from underrepresented communities from applying.	Review the agency-wide questions and eliminate the questions that are confusing and that can be gathered after someone receives a job offer. E.g.: driving record (especially out of state)	Minimal Effort		**2016**--We will review all parts of the application that we have control over to ensure all is applicable and relevant.
Application	If fields left blank, interviewers may implicitly or explicitly judge them more harshly, even if the field is not required, because they often do not know.	Communicate to panels what is required.	Minimal Effort		**2017**--We will review our interview training delivered to Supervisors/Managers and can incorporate this into the training.

Job Posting	Laborer interviewees do not know what job they are interviewing for.	Provide them with a PD and department description before their interview.	Minimal Effort		**2017**--For next year's recruitment, we can include the paragraph from the posting when they are referred to the agency so they know the job. Also remind the department to discuss the position at the interview.
Job Posting	Laborer interviewees do not know what job they are interviewing for.	Send them notices that are more clear about which department/job they are interviewing for.	Minimal Effort		**2017**--For next year's recruitment, we can include the paragraph from the posting when they are referred to the agency so they know the job.
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Utilize better language in the "Acknowledgements" section to increase clarity.	Minimal Effort		**2016**--We have added language in all caps at the start of this section indicating that the applicant should read carefully and the written response is required as part of the application. This is before the question is asked.
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Mention the supplemental questions in the job posting itself, as they are currently on a separate tab on the website where jobs are posted.	Minimal Effort		**2016/2017**--We intend to review the job announcement structure and will review where we can add language to draw more attention to the supplemental questions.
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Provide more clear instructions. Use language like: "AN ESSAY RESPONSE IS REQUIRED AND MUST BE ATTACHED IN A LATER SECTION OF THE JOB APPLICATION. APPLICANTS THAT DO NOT ATTACH QUESTIONS WILL BE SCREENED OUT."	Minimal Effort		**2016**--We have added language in all caps at the start of this section indicating that the applicant should read carefully and the written response is required as part of the application. This is before the question is asked.
Job Posting	The amount of days a posting is open has perceptions in the community. The shorter the time it is posted, the greater chance community members think that the department "already has a candidate."	Communicate more clearly about why certain jobs are open for certain periods.	Minimal Effort		**2018**

Job Posting	The community has perceptions of "internal postings only" and by posting internally only, we may be limiting our ability to get underrepresented applicants.	Set standards for where jobs are posted and who can apply.	Minimal Effort		**2018**
Job Posting	If a position is posted internally or to the City or for a short period of time, community members think that the department "already has a candidate."	Set standards for where jobs are posted and who can apply.	Minimal Effort		**2018**
Job Posting	The posting itself is too wordy and confusing.	Move special requirements and most important information to the top.	Minimal Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	**2016/2017**--We intend to review the job announcement structure by seeking samples from other organizations. In 2017, we will work to implement new ideas on how we can modify the job announcement to be more appealing.
Developing the minimum qualifications	Supervisors who develop KSA's may not know how and that may result in inaccurate descriptions.	HR Analyst always discusses the T&E/KSA's with supervisors before posting to define what a successful candidate would look like.	Minimal Effort		**2016**--We will look to create an email template outlining what Hiring Managers should review when asked to review the job posting, focusing on the KSA and Training/Experience language.
Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	Hold quarterly open houses at a library and/or neighborhood centers to build relationships and provide assistance.	Currently done		We meet with potential applicants monthly at JobShop at the Meadowridge Community Center. We also meet with other community organizations upon request (ex. Provided training for Job Center on April 29 regarding our hiring process)
Advertising/ Outreach	Data collection on where people found out about job could be enhanced: one click on a website may not be accurate and could be eliminating our ability to reach applicants.	Update categories asked as far as where applicants found out about the job opening. RSS feed was not understandable to group.	Minimal Effort		**2016**--We will review all parts of the application that we have control over to ensure all is applicable and relevant.

Advertising/ Outreach	Data collection on where people found out about job could be enhanced: one click on a website may not be accurate and could be eliminating our ability to reach applicants.	Assure the categories are randomized so "city website" is not always the first category.	Minimal Effort		**2016**--We will review all parts of the application that we have control over to ensure all is applicable and relevant.
Advertising/ Outreach	It is unclear who is responsible for outreach: departments or HR. This means that outreach may not be done in the most comprehensive way, potentially limiting the reach to underrepresented communities.	Create standards for who is responsible for advertising/outreach and set the minimum requirements for where to post positions.	Minimal Effort		**2016**--HR will hire an AASPIRE Intern to work with departments on developing advertising/ recruitment sources for various positions.
Advertising/ Outreach	Transactional needs to fill a slot or gain a higher number of diverse applicants alone will not gain long term change.	Build ongoing and trusting relationships: community providers, job shadowing, high school students, internships, diversity roundtable, NRT's.	Minimal Effort		**2017**--HR will work on ways to expand our current outreach activities.
Advertising/ Outreach	Underrepresented communities have perceptions of the City of Madison - that they can't get a job here, or that it is too hard to get a job here.	Build ongoing and trusting relationships: community providers, job shadowing, high school students, internships, diversity roundtable.	Minimal Effort		**2017**--HR will work on ways to expand our current outreach activities.
Everything	Bias can always enter the development of the class specification, KSA's, T&E.	Conduct a racial equity and social justice analysis when class specs and/or PD's are developed.	Long-term Effort	This would involve significant staff time as PDs change and are updated on a regular basis. We ask supervisors to review and update PDs annually and to perform an RESJ analysis each time a change is made would be time consuming on all parties.	
Everything	The entire hiring process in and of itself is somewhat confusing and overwhelming.	Have a mobile application for navigating the hiring process.	Long-term Effort	We like this idea, but NEOGOV would have to adjust its system to allow for this capability.	
Application	NEOGOV is not user-friendly for some applicants.	Work with NEOGOV to get efficiencies built into system.	Long-term Effort	As noted above, NEOGOV controls the programming within the system. However, we intend to provide this feedback to NEOGOV but ultimately it is up to NEOGOV what it intends to do with it.	

Application	People, particularly from underrepresented communities, who do not remember every detail of their employment history could be deterred from applying even though they may be able to perform job.	Be clear on mandatory fields and review what is necessary information to receive. Do we need all details for the past 5 years? 10 years? Beyond that?	Long-term Effort	As noted above, NEOGOV controls the programming within the system. However, we intend to provide this feedback to NEOGOV but ultimately it is up to NEOGOV what it intends to do with it.	
Job Posting	The job announcement does not sell the city - it lacks enthusiasm.	Sell the city - be more positive. Ask the question "when you get done reading this, are you excited to work for the City of Madison?"	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	Streamline and bullet all job responsibilities.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	The more complicated the job, the more complicated the posting can be. For simpler jobs, streamline language more.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	

Job Posting	The posting itself is too wordy and confusing.	Indicate clearly which knowledge/skills/abilities are absolutely required, and then those that are desired.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	Decrease the reading level in the job posting, particularly for entry level positions.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	Instead of "thorough knowledge" or "working knowledge" give an amount of time or clearer indication of what that means.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	

Job Posting	The posting itself is too wordy and confusing.	Use a checklist with language like: "Only applicants that have these skills/this expertise will be allowed to interview." Then provide a variety of ways candidates can meet the minimum requirements.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	Use bullet points in the job posting to communicate the main idea, then link to full classification.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Job Posting	The posting itself is too wordy and confusing.	Reduce the number of words overall. Streamline.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	

Job Posting	Words in the posting can send hidden messages and/or microaggressions that may send negative messages to underrepresented applicants, like "unskilled".	Review language and come up with better, more inclusive words.	Long-term Effort	We agree that the job announcement needs work. This will be a likely workplan item for 2017. The reason we say this will require a lot of effort is that we will need to research other company postings, solicit information from City agencies as to what they would want to see in a posting, possibly customize for each agency/opening, and determine what impact this would have on the class specification documents.	
Class Specification	Supervisors who develop KSA's may not know how and that may result in inaccurate descriptions.	Perform an evaluation on a hired candidate one year after they are hired to see if the described KSA's were appropriate and accurate - perhaps in conjunction with onboarding process.	Long-term Effort	This is a good idea and we would need to coordinate with Organizational Health and Development to incorporate into onboarding. Will also require training of supervisors and involvement of OHD staff.	
Exam	If someone is not a native English speaker, there may be a language barrier for the exams even if the person could perform the job.	Offer tests in other languages.	Long-term Effort	We offer certain tests in other languages when appropriate. It is a balancing test between offering a test in a person's native language and when the ability to read and understand English is required as part of the position. In addition, it is difficult to establish standards as to how many languages we will offer exams in.	
Exam	Notifications for exams done via email could create barriers if people are not checking their email everyday.	Notify in a different way, perhaps via text message?	Long-term Effort	We like this idea, but NEOGOV would have to adjust its system to allow for this capability.	
Exam	Requirement that testing be done in person and/or the test location could create barriers for some applicants.	Offer test where there is strong public transit and free parking.	Long-term Effort	We offer our exams at City facilities where we do not have to pay to use the facility. Most of these facilities have a bus that runs within a 1/2 mile of the facility and offer free parking. However we understand that this is a burden for some. In order to accomplish this goal, we may have to increase our budget to use facilities where we would have to pay rent.	

Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	Offer test where there is strong public transit and free parking.	Long-term Effort	We offer our exams at City facilities where we do not have to pay to use the facility. Most of these facilities have a bus that runs within a 1/2 mile of the facility and offer free parking. However we understand that this is a burden for some. In order to accomplish this goal, we may have to increase our budget to use facilities where we would have to pay rent.	
Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	Offer test at different times and/or locations like neighborhood centers.	Long-term Effort	Offering exams at different locations is a possibility, assuming the locations continue to be accessible by bus and offer free or low-cost parking. However, offering at different times is subject to the HR Analyst and that person's availability. We try to offer our exams at varying times for larger processes.	
Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	Have an intern or staff person do outreach to ask no-shows why they did not make it. Utilize data to come up with further strategies.	Long-term Effort	This would require an additional person to do this research as there is no staff time available in HR to conduct it.	
Supplemental Questions	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Conduct phone interviews or a survey to collect data on why people did not attach the questions.	Long-term Effort	This would require hiring an intern or other staff as current staff does not have the capacity to do this. Money would have to be allocated to facilitate the hiring.	
Advertising/ Outreach	Data collection on where people found out about job could be enhanced: one click on a website may not be accurate and could be eliminating our ability to reach applicants.	Conduct a survey for applicants to gather more information.	Long-term Effort	This would require hiring an intern or other staff as current staff does not have the capacity to do this. Money would have to be allocated to facilitate the hiring.	

Application	Applicants may not be able to get to a library to use a free computer. If they do get to a library, staff may not have the time or capacity to assist in the best way.	Make the application available on paper.	Could Not Do	When HR moved to NEOGOV in 2011, elimination of paper allowed HR to reduce staff by 0.5 FTE, saving over $24,000. In addition, the elimination of paper saved over $1,000 and over $6,000 in postage. Allowing applicants to use paper would force HR to come up with staff time and dollars to accommodate the use of paper at a time when agencies are being asked to freeze or reduce budget dollars. In addition, having a 2 track system would increase liabilities for staff in terms of keeping track of paper applications and ensuring they don't get lost. Paper applications make it almost impossible to track diversity and other statistics on applicants that are readily accessible through NEOGOV. Finally, most large employers (eg Walmart, McDonalds) only accept on-line applications. Allowing paper applications does not prepare applicants to apply for other jobs in the private sector where they will be required to use computers.	
Application	Application formatting and some questions are confusing and could deter applicants from underrepresented communities from applying.	Have people only list "duties relevant to position" instead of asking for "duties."	Could Not Do	This field on the application is hard-coded by NEOGOV and we are unable to edit. However, we intend to take feedback from this process and follow-up with NEOGOV to see if enhancements can be made.	

| Application | Individuals who do not have email cannot access NEOGOV as easily. | Allow paper applications for certain jobs that do not require people to work on a computer. | Could Not Do | When HR moved to NEOGOV in 2011, elimination of paper allowed HR to reduce staff by 0.5 FTE, saving over $24,000. In addition, the elimination of paper saved over $1,000 and over $6,000 in postage. Allowing applicants to use paper would force HR to come up with staff time and dollars to accommodate the use of paper at a time when agencies are being asked to freeze or reduce budget dollars. In addition, having a 2 track system would increase liabilities for staff in terms of keeping track of paper applications and ensuring they don't get lost. Paper applications make it almost impossible to track diversity and other statistics on applicants that are readily accessible through NEOGOV. Finally, most large employers (eg Walmart, McDonalds) only accept on-line applications. Allowing paper applications does not prepare applicants to apply for other jobs in the private sector where they will be required to use computers. | |
| Application | Individuals who do not have email cannot access NEOGOV as easily. | Allow individuals to opt-out of email notices and receive phone notices instead. | Could Not Do | A main advantage of the NEOGOV system is the ease and efficiency of communication with applicants. If staff were required to track different communication methods with applicants, this would slow down the hiring process and would greatly increase the burden on the Analyst or whoever is designated to make these phone calls. | |

Application	NEOGOV is not user-friendly for some applicants.	Find a different system.	Could Not Do	When HR researched on-line applicant tracking systems, we received presentations from multiple vendors, all with their advantages and disadvantages. No perfect system exists. When we weighed the pros and cons, NEOGOV offered the most features and best ability to meet our needs and tracking within a civil service environment as it was built specifically for government employers. Now that we have used NEOGOV for almost 4 years, it would be very difficult for the City and applicants to transition to a new system. The City would lose 4 years of history and applicants would lose existing profiles within NEOGOV and would have to start over when applying.	
Application	NEOGOV is not user-friendly for some applicants.	Assure interface is similar for a desktop/laptop/ipad/mobile.	Could Not Do	As noted above, NEOGOV controls the programming within the system. However, we intend to provide this feedback to NEOGOV but ultimately it is up to NEOGOV what it intends to do with it.	
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Follow up with candidates who do not submit the questions, and then allow candidates to submit them until the job closes, or for a certain period of time (e.g. 24 hours) after the job closes.	Could Not Do	Answering the supplemental questions as part of the application is part of the process. Applicants can submit as many applications as they want until the close of the posting. However, allowing applicants additional time to answer supplemental questions would delay a process and disadvantage those who answer the questions properly. In addition, the HR Analyst would be burdened with additional work to identify those candidates who didn't respond, notify them of the additional time, and then uploading all the responses to the individual applications within NEOGOV.	
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Attaching the document in a different section from where they check the boxes may be confusing people. Explore reformatting of the place where they are submitted or a way to make the application not go through until attached.	Could Not Do	As noted above, NEOGOV controls the programming within the system. However, we intend to provide this feedback to NEOGOV but ultimately it is up to NEOGOV what it intends to do with it.	

Class Specification	Majority of people revising and writing class spec's and PD's are white and male, and not low-income.	Provide a neutral facilitator to help develop these sections with a diverse group.	Could Not Do	The PD is written by the direct supervisor based on agency needs and the class spec is based off the PD. The information in a PD shouldn't be subject to mediation or negotiation with a group of people. This would decrease efficiency and take away from ability of supervisor to assign work as needed.	
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	If someone does not sit at a desk for their job, do not offer a multiple choice or computer test.	Could Not Do	Tests are designed around the skills needed to do the job. Computer tests are only given for positions that actually use computers.	
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Use the "state model." Eliminate testing and score resumes.	Could Not Do	This would be too time consuming as it would require a panel of experts to be convened for every process to evaluate the applications and develop a score and rank. We post over 175 jobs annually so this would require over 175 panels to score and review applications.	
Exam	There are a lot of no shows to tests, and this could be to a whole host of reasons: transportation, child care, current job, nerves & anxiety, technical barriers.	Involve community partners and organizations to help with exams.	Could Not Do	Confidentiality of the exam material is paramount which is why all exams are administered by HR staff. Departments are not even allowed to remove an exam from HR when reviewing it.	
Advertising/ Outreach	It is unclear who is responsible for outreach: departments or HR. This means that outreach may not be done in the most comprehensive way, potentially limiting the reach to underrepresented communities.	HR take the lead in all advertising/outreach for all departments.	Could Not Do	This would be inconsistent with HR Best Practices. Advertising and Outreach should be a collaborative effort. Departments need to be involved in advertising and outreach and many times are the best source to determine the most effective places to advertise. In addition, when building community relationships, it is important for departments to be part of this process as they know their jobs best.	
KSA	Some applicants may feel that they have to meet ALL of the KSA's, and as a result they don't even apply.	Provide examples of how to meet requirements.	Could Not Do	There are so many different ways a person can meet the requirements for a position that to do any more than outline the minimum training and experience requirements that are already listed in the posting would be difficult. This is why the HR Analysts review each application to determine whether someone should be included in the process.	

Application	If applicants leave fields blank, interview panelists could implicitly or explicitly judge them more harshly, even if the field is not required, because they often do not know.	Review and remove unnecessary fields from application.	Other	Many fields on the application are hard-coded by NEOGOV and we are unable to edit. However, we intend to take feedback from this process and follow-up with NEOGOV to see if enhancements can be made. Where we can make improvements, we intend to do so.	
Application	NEOGOV is not user-friendly for some applicants.	Be able to provide technical assistance to applicants.	Other	HR Analysts assist applicants with information regarding the application process. If applicants are having technical support issues, NEOGOV is responsible for assisting applicants. We are aware that there are concerns with the level of service NEOGOV provides and intend to address those issues with NEOGOV.	
Job Posting	Many applicants do not respond to supplemental questions, which may screen out people from underrepresented communities from the interview panel.	Change the name from "supplemental" to "required" questions.	Other	This may be another hard-coded field within NEOGOV but we will look into it.	
Class Specification	Majority of people revising and writing class spec's and PD's are white and male, and not low-income.	Assure more people are brought into process.	Other	The PD is written by the direct supervisor based on agency needs and the class spec is based off the PD. Not sure who we would bring in to assist in this process and would they be trained and/or understand the process?	
Exams/Supplemental Questions	The entire hiring process in and of itself is somewhat confusing and overwhelming.	Bring in more people as hourly employees, as exams are not often used in hourly recruitment.	Other	This is only feasible to the extent that agencies can afford to hire hourly employees and do not require the work to be done year-round. There are prohibitions in the Handbook regarding how the City can use hourly employees and how many hours the employee can work in a calendar year.	
Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Use something other than a test such as inventory of skills or comparative evaluation.	Other	This is done at times. However, for permanent positions, it is not preferred as these tools rely on an applicant's self assessment whereas an exam requires the applicant to demonstrate the knowledge.	

Exam	Exams may not be testing for the exact job related skills and/or needs that they should be testing for.	Who is writing the tests? Make sure a diverse group reviews and approves tests.	Other	This would be tricky as confidentiality of the exam material is paramount. The more people involved, the more likely it is that test questions could be leaked. However, when we order questions from our test resource, we review each question for its impact on diversity and eliminate those questions that tend to have an adverse impact.	
Exam	If someone is not a native English speaker, there may be a language barrier for the exams even if the person could perform the job.	Do not score grammar on supplemental questions where writing skills are not a part of the job.	Other	We do not ask supplemental questions when writing skills are not required as part of the job because then the use of that type of exam would not be job related and we would not be able to defend its use.	
Supplemental Questions	Supplemental questions are not attached often.	Rename supplemental questions "required short answer questions."	Other	We will look at this as part of our review of the job announcement.	
Supplemental Questions	Supplemental questions may be intimidating for applicants.	Keep them short, relevant, and succinct.	Other	We will look at this as part of our review of the job announcement.	
Advertising/ Outreach	Online applications only may not reach diverse populations.	Advertise in community newspapers and in community forums like LaMovida.	Other	The data does not show that on-line applications are failing to attract diverse populations. Numbers since the inception of NEOGOV reveal that applications from people of color outpace their representation in the City of Madison. In addition, referrals to agencies reflect the overall percentage of people of color in the City.	
Advertising/ Outreach	Transactional needs to fill a slot or gain a higher number of diverse applicants alone will not gain long term change.	Partner with community groups to challenge community perceptions of the City of Madison.	Other	This is confusing. We need to know more about what the community perceptions are in order to strategize how to address them.	
Class Specification	Applicants may not share enough details for the analyst to screen based on KSA's.	Use clearer language or ask more specific questions.	Other	We are unable to customize areas of the application where applicants report work experience. We do use supplemental questions at times to get more information from applicants. Otherwise, applicants have a 5 day window to appeal being excluded from the process.	

Class Specification	Knowledge/Working Knowledge/Thorough Knowledge may be intimidating for applicants.	List the number of years of experience needed instead of this language and/or find another way to more concretely and clearly define the different knowledge levels.	Other	Use of this language has broadened the applicant pool for most recruitments as it allows those who do not have the designated years of experience to gain entry into the process. Review of the language will occur as part of our review of the application and job postings.	
Class Specification	Non-traditional experience for those who have not been in the workforce for some time, or those applicants who are looking to switch careers may not be able to accurately portray their experiences within the confines of current T&E/KSA questions.	Provide individuals the opportunity to give more details and ask more specific questions to elicit more information.	Other	We are unable to customize areas of the application where applicants report work experience. We do use supplemental questions at times to get more information from applicants. Otherwise, applicants have a 5 day window to appeal being excluded from the pro	
Class Specification	Some applicants may feel that they have to meet ALL of the KSA's, and as a result they don't even apply.	Utilize bulleted lists with "required" and "preferred" for the different requirements.	Other	This will be considered in our review of the job announcement.	
Class Specification	Having KSA's that are too specific may limit opportunities.	Simplify language and improve formatting.	Other	This will be considered in our review of the job announcement.	