

December 16, 2008
Minutes
CCOC Subcommittee to Review
City Hiring Practices & Policies

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

Staff Attending: Lisa Veldran (Council Office), Sylvia Moss (Human Resources Department), Kelli Lamberty (MPSEA), Lorie Olsen (Human Resources Department), Judy Hughes (Human Resources Department), Karl van Lith (Human Resource Department) and Mike Lipski (Human Resources Department)

The meeting was called to order at 1:12 p.m.

Approval of June 23, 2008 minutes

Ald. Brenda Konkel requested the following changes be made to the minutes:

Ald. Konkel questioned the makeup of the focus group and if it was a staff focus group. Lisa Veldran indicated that the subcommittee believed that the focus group could be made up of AASPIRE interns.

Minutes were amended to read:

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

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

Ald. Konkel questioned who was to review the draft reorganization process. Ald. Schumacher indicated that the reorganization was to come back to this subcommittee.

Minutes were amended to read:

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

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

Ald. Konkel requested that the section “Issue 17. Succession Planning” be clarified.

Issue 17. Succession Planning - Brad Wirtz believed that the city was well balanced in promoting internal employees vs. hiring externally and that his numbers bear this out.

Ald. Michael Schumacher questioned the hiring of the Community Services Director. Mr. Wirtz indicated that there were 12 people applied and that two candidates made it through the final interview. Ald. Michael Schumacher was also disheartened that the Water Utility Director position took two rounds to find a successful candidate.

Ald. Michael Schumacher requested that Mr. Wirtz develop a set of recommendations or variables he thought would be needed to recruit and attract high caliber candidates for management positions. Ald. Brenda Konkel noted that he should include data to display other cities with comparable jobs that are being paid more. She noted that the average person on the street believes that city employees are being paid too much.

Mr. Wirtz stated that it is the handful of 25 positions that the city doesn't receive the right number of applicants. Usually positions have more applicants than they need (250 applicants for a clerk/typist and 10 applicants for a community services manager).

Ald. Brenda Konkel was curious about the Madison Police Department succession process (e.g. change in captains). Mr. Wirtz noted that the police department has a much better retirement package compared to other city employees and that may be one reason that there is more turnover. Karl van Lith noted that the police department has a structured rotation cycle and that is why you see more captain/officer changes.

Ald. Michael Schumacher requested that Human Resources look at Madison Fire and Madison Police Departments to see if there is anything that the Council should become aware of in the near future relative to staffing changes.

RECOMMENDATION:

1. Human Resources Director will prepare a set of recommendations or variables (i.e. Best Practices) to recruit/attract the highest caliber candidates for Compensation Group 21 & top 18 positions.
2. Human Resources Director to review turnover in the Madison Fire Department and Madison Police Department and to see if there is anything that the Council should be made aware of relative to staffing changes.

Ald. Konkel requested that "Issue 9. Performance Expectations" be clarified to indicate who manages performance expectations. Also move this issue under Issue 5. Training.

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

RECOMMENDATION: That the immediate supervisor manage managing performance expectations for front line employees, particularly in the area of customer service training.

Minutes were approved as amended.

Public Comment

There was no public comment.

Discuss and finalize subcommittee report with recommendations to be forwarded to the Common Council Organizational Committee, Personnel Board and the Common Council

Ald. Michael Schumacher provided the following framework for completing the final report:

- Develop the set of recommendations to the CCOC
- Work down the road for this subcommittee
- Address Lorri Wendorff's comments in her email
- Indicate who has responsibility for recommendations

Updates to recommendations

Issue 5 –Training

Karl van Lith provided an update. He generated a needs assessment questionnaire and sent it to MPSEA members to gather input on their training needs. Karl will be meeting sometime in early January with representatives from MPSEA and Erin Stenson from Labor Relations to identify areas that need to be updated in the Supervisory Academy.

Ald. Michael Schumacher thought that the question for the subcommittee is that the Training & Organizational office should be involved more systematically with department service issues to identify training opportunities. Karl also noted that improving customer service by working on customer service initiatives (external and internal customers) is part of the Human Resources 2009 Work Plan and it evolved out of the Call Center discussions.

Recommendation: a. Identify agencies in need of customer service training b. Within a year spend time with agency, identify what customer service means for them, provide them with information on expectations and then provide on-going training and support (Example: City Clerk's office, Parks office, Treasurer's office, and Building Permit desk).

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

Lorie Olsen provided an update. A focus group of AASPIRE interns was formed to review the sample city job announcements. The focus group identified one issue with “other training/experience” on a laborer job announcement and wanted to know what would be an alternate training or experience that would be considered by Human Resources. They suggested maybe listing other types of comparable training/experience. Human Resources made no changes because it only affected one job description. She noted that the Personnel Board developed this phrase many years ago.

Mike Lipski, the new Compensation and Benefits Manager, noted that the focus group did not have an issue with the phrase only when it was applied to that one job announcement. Ald. Brenda Konkel believed that this phrase is the one phrase that makes employees the most upset. Lorie Olsen indicated that Human Resources also look at knowledge, experience and skills of the applicant in addition to other training/experience.

Mike Lipski stated that the language used in position descriptions are more specific than the job announcement and that language is not designed to be “plain language”. The job announcements could be created to be more accessible to the public.

Ald. Brenda Konkel also noted the issue that people are confused by language that is known internally and not known by outside applicants (e.g. Planner 1, Planner 2). Lorie Olsen recalled this issue and stated that the request was to insert in the job announcement an explanation of what the experience as a Planner 2 is vs. a one-line statement that the experience would be gained as a Planner 2.

Ald. Michael Schumacher would like to see a glossary of terms attached to job announcements. For example what is the definition of “working knowledge” vs. “thorough knowledge”. Ald. Brenda Konkel suggested a paragraph or two explaining more of what the city is looking for in an applicant.

Action Items:

Ald. Michael Schumacher requested that HR:

- Check with DCR on plain language recommendation**
- Summarize focus group results**
- Summarize HR recommendations on the issue of plain language**
- Bring example of language describing what a job classification vs. a one-line statement to be used in future job announcements.**

Issue 1.2 – Strategic oversight over classification system

No changes/updates.

Issue 2 – Human resources process needs to be available on-line and customer friendly

Mike Lipski noted that staff has been meeting with financial human resource system vendors (Enterprise Resource Planning system project). Ald. Brenda Konkel thought the disciplinary process was going to be on-line also. Karl van Lith noted that the Personnel Rules themselves are in the process of being updated.

Mike Lipski noted that the city's work rules are accessible in APM 2-33. He noted that disciplinary process is also different by union contract and may not be consistent. Ald. Michael Schumacher thought that it could be more of a clearinghouse of information for the employee, like a frequently asked questions format. People don't know when they should go to the HR office, the Mayor, the alder, Labor Relations or Affirmative Action.

Action Item: Add Issue 19. Creating a webpage on EmployeeNet for employees with links to existing information that would reference Personnel Rules (in the process of being updated), APM's on-line and information from Labor Relations (HR is the lead).

Issue 3. Role of Personnel Board

Mike Lipski noted that the Personnel Board is populated with human resource specialists. They have had a series of presentations by former Personnel Director, Marianne Walluks.

Ald. Michael Schumacher stated that is not where the subcommittee left this issue. What the subcommittee wanted to know was: description of Personnel Board, function of Personnel Board and how should it interact with CCOC and BOE.

Mike Lipski noted that the function of the Personnel Board will be encompassed in the Personnel Rules updates. Ald. Schumacher stated that this issue was more than the technical aspect of the Personnel Board. He questioned who should have the lead on this issue. It was agreed that the lead on this issue would be the Human Resources Director.

Ald. Schumacher wanted to expand upon the initial recommendation that the HR Director research membership composition of other personnel boards in other municipalities. He would like to include an additional recommendation that the Personnel Board take a look at reclassification issues (example when there is a discrepancy between the job description and who is actually hired for the position). Lorie Olsen noted that this is already in the ordinances:

"3.53 (7)(g) If there are any changes in the duties of a position that would affect the classification, compensation, or training and experience requirements of the position between the time of initial posting of the position opening and the time of selection, the position shall not be filled; rather, the position as changed shall be posted again and a new application and selection process will be started. (Cr. by ORD-06-00136; Renum. by ORD-07-00048, 4-12-07)"

Recommendation: Requested Human Resources Director to research additional criteria used by other municipalities for membership to the Personnel Board and present findings to CCOC (vs. Personnel Board) for discussion.

4. Career Advancement and 5. Training (should also be combined with Issue 9)

Ald. Michael Schumacher wanted to know if HR knew what types of training led to higher performance by city employees. He also wanted to know if departments guaranteed their employees some amount of training each year. Karl van Lith stated that departments do not guarantee their employees training. \$54,000 was taken out of the training budget in 2003 and each department was responsible for budgeting training for their own employees. Lorie Olsen stated that Brad Wirtz would like to see an increase in the tuition refund account. It has been stuck at \$5,000 per year for several years and often runs out of money. Ald. Schumacher noted that companies are getting away from the tuition reimbursement model. He would rather see money expended, for example, on planners to attend planning conferences. Karl van Lith noted again that departments have their own training budgets. Ald. Schumacher thought that the very office that has the

word "training" in it is out of the loop with training in the City of Madison. He felt that there should be some check off. Mike Lipski noted that the new ERP software would have a component to track training by departments. Karl van Lith stated that most of the training money is going towards conference/education and that there are guidelines interspersed within the APM's (e.g.: 1-5 Policy Regarding Travel, 2-9 Tuition Assistance Program, 2-10 Policies & Procedures for Internal/External Training)

Recommendation:

- ❑ That the new ERP system contain a notification system to track training
- ❑ During the 2010 budget process, have CCOC (or subcommittee) review an updated training report that has been prepared by June 1, 2009 that would list additional training needs
- ❑ Evaluate and provide additional funds if necessary
- ❑ Review decision that took money out of HR and possibly put training money back into their budget

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

Lorie Olsen stated that this has been implemented. Affirmative Action has put it in their Affirmative Action Plan and HR has changed their certification process so that when they certify a list out to the department Affirmative Action also receives the list. Affirmative Action can choose to follow up with the department to see if they have a diversified interview panel. Ald. Schumacher questioned whether this recommendation should include the statement that one person on the panel must be from outside the department. Mike Lipski thought it depended upon the nature of the position and that you want an interview panel that had familiarity with the position so that when candidates are answering questions they understand the answer. An oral panel is different from interview panel. Oral panels are totally diversified and from outside the department.

Recommendation:

- ❑ That one person who is on a certified interview panel not be under the appointing authority.
- ❑ An informational annual report from DCR on certified interview panel membership to the CCOC Subcommittee to Review City Hiring Practices & Policies

Issue 7. Ongoing Employee evaluations

It was noted that a variety of departments have work plans; Information Technology, Human Resources, Planning Department (needs to be updated) and the Council Office that provide a framework for benchmarks and improvement. Ald. Brenda Konkel thought that the city had abandoned formal employee evaluations in favor of additional supervisory training.

Recommendation: Encourage departments to develop work plans and provide additional supervisory training on feedback and evaluation.

Issue 8. Merit Increases

Recommendation: Employees are currently offered COLA, longevity and collective bargaining. Due to funding constraints no additional merit increases are recommended at this time.

Issue 9. Performance Expectations: relates to training also

Combine with Issue 4 and 5.

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

a. Level of Council input/involvement

Use existing recommendation.

RECOMMENDATION:

- ❑ Follow existing language in Madison General Ordinances 3.13(5)(d);

(d) Mayor and Common Council Control. The Board of Estimates shall confer with the Mayor and the Human Resources Director regarding initial bargaining proposals to be presented to each duly recognized bargaining unit. All labor contracts and agreements negotiated under the terms of this section shall be subject to the approval of the Mayor and Common Council.

No labor contract or agreement shall be binding upon the City nor shall any of the terms of such agreements be implemented until such time as the agreement is approved and executed by the Mayor and City Clerk in the manner prescribed by law.

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

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

- ❑ That all alders be notified when Human Resources is meeting with Board of Estimates on matters listed in the ordinance above.

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

b. Financial impacts

The concern was how the Council is kept informed of changes to contracts that have financial consequences (e.g. MOU's).

Recommendation:

- ❑ Any MOU with financial impact is copied to the Board of Estimates.
- ❑ The Council President and the CCOC will monitor the implementation of the existing language in MGO 3.13 (5)(d): *Mayor and Common Council Control. The Board of Estimates shall confer with the Mayor and the Human Resources Director regarding initial bargaining proposals to be presented to each duly recognized bargaining unit. All labor contracts and agreements negotiated under the terms of this section shall be subject to the approval of the Mayor and Common Council. No labor contract or agreement shall be binding upon the City nor shall any of the terms of such agreements be implemented until such time as the agreement is approved and executed by the Mayor and City Clerk in the manner prescribed by law.*

Issue 11. Recruitment process

Lorie Olsen noted that a majority of their website hits are resulting in applications being submitted in electronically. They also utilize a huge Affirmative Action email list for recruitment. Judy Hughes has been working with Harper Donahue in DCR on high level job recruitments (Comp Groups 21 & 18) and he has been able to identify areas to recruit sometimes with very limited funds. **Ald. Schumacher requested Lorie Olsen and Judy Hughes to write the recommendation.**

Ald. Brenda Konkel asked if HR had thought about using Craigslist. Staff indicated that the city has not tried posting to Craigslist (and city employees are prohibited access to Craigslist). It was noted that there were issues with security. She also wanted to know who works with department heads in terms of advertising – how do they know where to advertise? The HR department works with the department head and Harper Donahue.

Next Meeting

- ❑ Start with issue 12. Mayoral HR Preferences
- ❑ Finalize Report
- ❑ Continuing role of the subcommittee

Adjournment

The meeting adjourned at 2:31 p.m.

Minutes prepared by Lisa Veldran, Administrative Assistant