

Catalysts for Innovative Human Resource Practices

Examining Equity, Diversity, and
Inclusion with Our Partners



Organized by:



City of Madison Human Resources Division

City of Madison Department of Civil Rights

In partnership with the Government Alliance on Race and Equity

Catalysts for Innovative Human Resource Practices

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Introduction

First, we want to thank you for participating in this important project. As partners in the work of creating and sustaining a diverse and talented workforce, the Human Resources Division and Department of Civil Rights strive toward continual improvement of our processes toward outcomes that are sustainable for our organization. We want to create a diverse organization where each person feels valued and has a voice in shaping our organization. This requires that we:

- Actively partner with community-based organizations toward creation of pipelines between the rich educational opportunities in our community and the jobs we have available
- Continuously analyze and improve upon our practices and processes through use of innovative workforce development tools
- Intentionally create transparency in our hiring and retention process to reduce barriers to employment for those who are traditionally disenfranchised
- Identify and address barriers inherent in our processes and work culture for all employees, with a focus on the lived experience of employees of color
- Actively support, nurture, and develop the talent and leadership of all employees, in a way that provides opportunities for all to achieve their full potential in our organization

As such, we have structured a full day of activities aimed at understanding and reducing barriers toward a more diverse and inclusive workforce through analysis of our hiring and retention practices. We deeply appreciate your time and attention to this process.

At the end of this process, we will have a list of recommended strategies informed by racial equity impact analysis questions for advancing workforce equity practices at the City of Madison.

OUR OBJECTIVES

1. Utilize community based experts and national partnerships through the Government Alliance on Race and Equity (GARE) to develop a list of proven strategies, with associated costs, aimed at promoting workforce equity at the City of Madison.
2. Analyze common public sector hiring/retention practices for barriers for traditionally disenfranchised groups and produce a prioritized list of recommended changes, with associated costs.
3. Develop a roadmap with explicit goals and strategies aimed at creating a diverse and inclusive workforce, committed to eradicating racial inequities.

Our Agenda

Wednesday October 4, 2017

2:00pm-4:30pm

- Welcome and Introductions
- Debrief Lessons Learned in Racial Equity Week
- Warm-up - Moving Lessons to Action
- Overview of Thursday Plan and Data Overview
- Recap and Questions

4:30pm-6:00pm

- Networking Social Hour
- Appetizers provided with cash bar

Thursday October 5, 2017

8:30am-10:00am

- Welcome - Introduction to GARE Framework
- Agenda Orientation
- Introduction to Racial Equity Tools

10:00am-Noon

- What do available data tell us?
- Who is being burdened?
- Who is benefiting?

Lunch 12:00-1:00pm

- Lunch Provided

1:00pm-3:00pm

- Develop Recommendations
- What is the cost and who are necessary partners?
- Who would benefit and who would be burdened?
- Small group report

3:00pm-4:00pm

- Report of Findings
- Next Steps
- Closing

OUR FACILITATORS

Our Chief Facilitators are Hanif Nu'Man, Ph.D., and Jordan Bingham. Hanif and Jordan were selected as Facilitators from outside of City structure to ensure neutrality of the facilitators. Hanif is the founder of ReSCI Consulting, LLC, and Jordan is a Health Equity Coordinator for Public Health of Madison and Dane County. Hanif and Jordan are cofacilitating with Angie Nalenzy, HR Director from St. Paul, Minnesota, and Janine Anzalota, Executive Director, City of Boston Office of Fair Housing and Equity.

OUR TOOLS

The purpose of the day is to look at our HR processes utilizing a racial equity analysis, and work with our partners to develop recommendations that alleviate barriers to City employment and an inclusive workplace.

We will use the City of Madison Racial Equity Impact Analysis Tool to guide our analysis. We will jointly fill out certain sections of the Comprehensive Tool. This tool can be seen in its entirety in Appendix 2.

It should be noted that the City of Madison has other tools for conducting this type of analysis, and staff have identified the comprehensive tool as the best fit.

OUR DATA

Data is an important part of every analysis. The beginning of the analysis tool asks for data we have and for data that are missing or unavailable. In an effort to help frame the analysis, we have collected data in two main categories: hiring and work culture.

While you are welcome to read through the data in both areas, it is most essential to read through the data most focused toward the team you are on, which you will find below. That data is broken down into three focus areas for each group, to help provide scope for the burdens we identify in the morning and focus for the recommendations we develop in the afternoon.

OUR TOOLS

[Please click here to access our Fast Track Racial Equity Impact Analysis Tool](#)

[Please click here to access our Comprehensive Racial Equity Impact Analysis Tool](#)

[Please click here to access our Equitable Hire Tool.](#)

Our Partners

GROUP 1 – HIRING PROCESS

Chief Facilitator – Jordan Bingham
GARE Member Co-Facilitator – Angie Nalezny

GROUP 2 – WORK CULTURE

Chief Facilitator – Hanif Nu'Man
GARE Member Co-Facilitator – Janine Anzalota

Abdel-Halim, Emaan	Anzalota, Janine
Allen, Heather	Arteaga, Gabriela
Bingham, Jordan	Bishop, Byron
Davis, Felicia	Brinkmoeller, Sara
Davis, Frank	Crawley, Katie
DeMarb, Denise	Davis, Norman
Denny, Dana	Deming, Amy
Diedre Hargrove-Krieghoff	Endres, Stephanie
Donahue, Harper	Gafner, Susan
Gartler, Marc	Glozier, Jason
Gombar, Melissa	Jones, Felicia
Keetra Burnette	Jugovich, David
Lipski, Michael	Kratowicz, Karalyn
McCarthy, Kate	Larson, Victoria
Mickells, Gregory	McManners, Gregg
Mitchell, Gary	Nash, Angela
Monks, Anne	Nu'Man, Hanif
Nalezny, Angie	Pettaway, Toriana
Okeefe, James	Pinero, Luis
Olson, Sarah A	Price, Art
Peters, Jennifer	Reyes, Gloria
Phillips, Robert	Riphon, Alyssa
Schmiedicke, David	Saiz, Nancy
Ragland, Enis	Saqqaf, Tariq
Severson, Sherry	Schroeder, Ann
Tatar, Frances	Stenson, Erin
Trimbell, Julie	Stouder, Heather
Vanderscheuren, Kirsten	van Lith, Karl
Xiong, Masaya	Weatherby Flowers, Annie

Group 1: Hiring Process

Group 1 is responsible for answering the fundamental question:

How do City of Madison hiring practices benefit and/or burden people of color and/or women, and what strategies are best suited to help us become a more diverse and inclusive organization?

The City of Madison hiring process has many steps. Its purpose is to get staff in place to work to deliver the services needed to City of Madison residents and visitors. Employment and hiring also provide an economic benefit to those who are able to obtain jobs with the City of Madison.

We cannot analyze the hiring process overall, nor can we analyze all of the related economic ties to being employed by the City of Madison. Consequently, we broke the process down into 3 focus areas. Scope and focus areas help ensure a deeper understanding and targeted recommendations in the area of hiring. The three areas we are focused on include:

- Application process (agency requisition to applicant testing)
- Testing and referral (applicant testing to referral for interview)
- Interview process (referral for interview through selection)

We have included here a breakdown of the data into each of three areas, which moves us into the equitable hire tool sections entitled WHO. We start in the morning by answering these questions:



We then move on to answering questions that get at some of the root causes, under the section entitled WHY, which includes these questions:



In the afternoon, we come back and develop a list of recommendations that are associated with the burdens we've identified, and associated costs which we categorize as low, medium, or high, with added notes if there is significant staff time required.

Low	Medium	High
~ 0-\$1,000	~\$1,000-\$10,000	Above \$10,000
Notes on staffing:		

OUR PROCESS

Our Hiring Process includes several steps (see appendix for full hiring process steps). For simplification of this process, we've reduced those steps to the following:



The City uses a Civil Service System, which is intended to be a competitive process that prevents political appointments of civil servants. The rules for this system are ingrained in our ordinances and personnel rules.

The process is initiated by each agency by the hiring authority (often a supervisor or manager) who oversees the process and makes key decisions as they work through each hire. They initiate through creation of a requisition to fill within the City's online hiring system, NEOGOV. Specific Analysts in our HR Services unit are assigned to each position, who works with the agencies to make key decisions about things like, whether the positions are posted internally or externally, which tests are used, and timelines for the process. Applicants are screened for minimum qualifications by the HR Analyst, then testing is completed, a list of candidates is sent to the agency, and the agency is responsible for completing all interviews and making all final hiring decisions.

All final decision making related to hiring is held at the agency level, as granted by ordinance. The City's Human Resources Department and Department of Civil Rights impact hiring decisions primarily by recommendation and through administration of the processes, as well as through our "Red Flag Process," which is a process aimed at creating intervention during the selection phase of the candidates. Please see the section entitled "Interview Process" for more details.

DATA

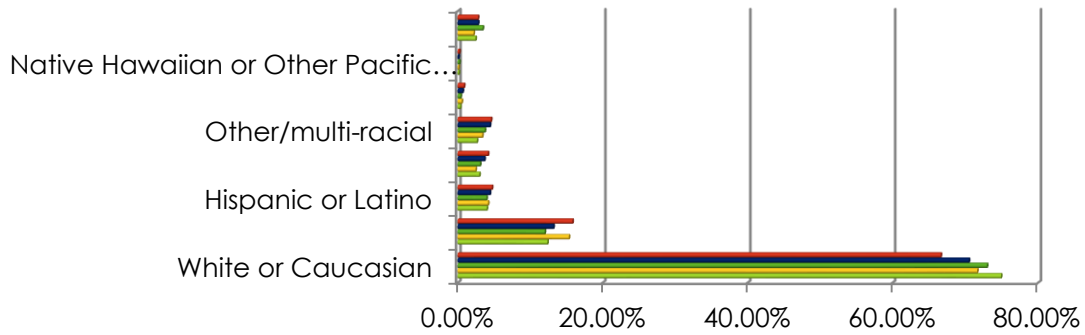
Related to hiring, the City has made some progress in increasing the representation of people of color in overall City employment, as demonstrated by our hiring statistics as well as employee demographics.

- Hiring of non-white applicants hit a five year high in 2016
- Employees of color make up just over 17% of the City's workforce as of 2016
- Women make up a higher percent of "Top Leader" positions than ever before

Our workforce is not yet representative of our larger community, however, and in particular, representation of employees of color in decision making positions has been stagnant for nearly a decade. Please see the appendix entitled City Demographics, for more information.

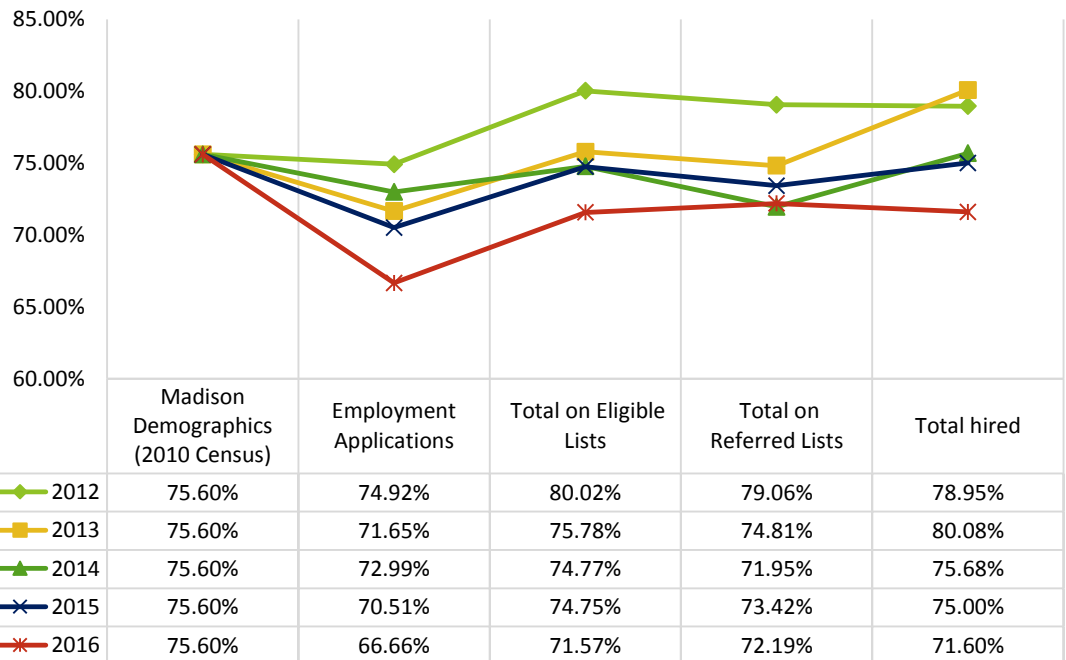
Trends in hiring from 2012-2016 show the following racial/ethnic applicant demographics:

Employment Applications by Race/Ethnicity City of Madison 2012-2016

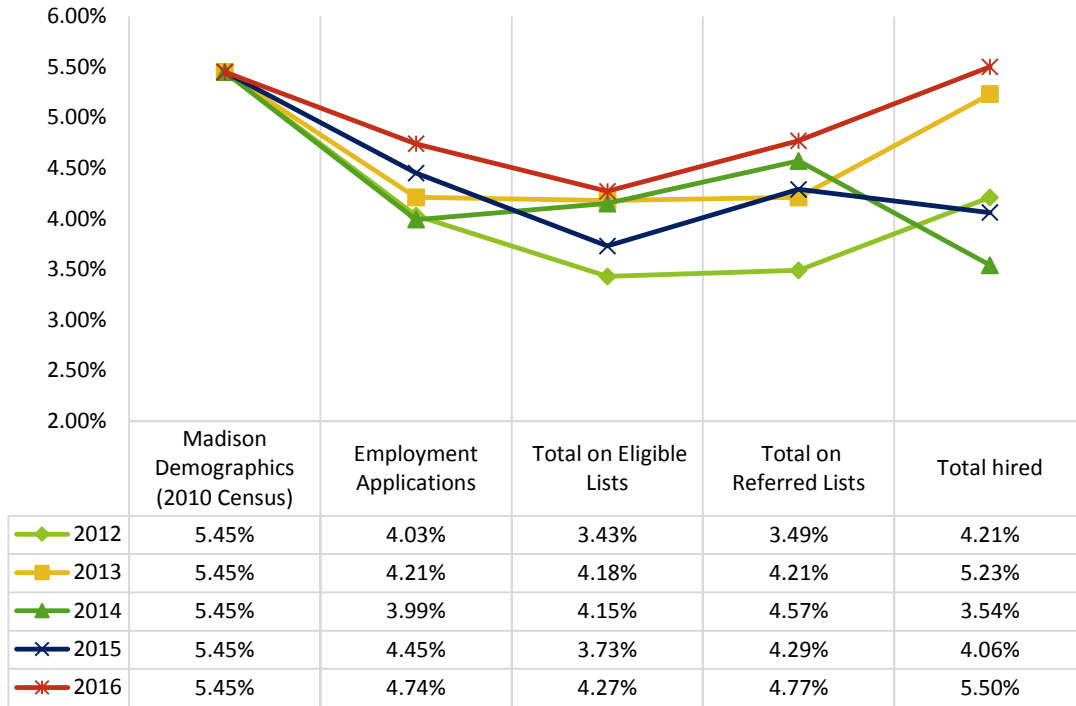


	White or Caucasian	Black or African American	Hispanic or Latino	Asian	Other/multi-racial	American Indian or Alaskan Native	Native Hawaiian or Other Pacific Islander	Unknown
■ 2016	66.66%	15.85%	4.74%	4.19%	4.61%	0.89%	0.24%	2.81%
■ 2015	70.51%	13.23%	4.45%	3.71%	4.46%	0.70%	0.12%	2.83%
■ 2014	72.99%	12.03%	3.99%	3.10%	3.76%	0.42%	0.24%	3.47%
■ 2013	71.65%	15.36%	4.21%	2.48%	3.40%	0.57%	0.13%	2.21%
■ 2012	74.92%	12.39%	4.03%	3.00%	2.66%	0.37%	0.16%	2.47%

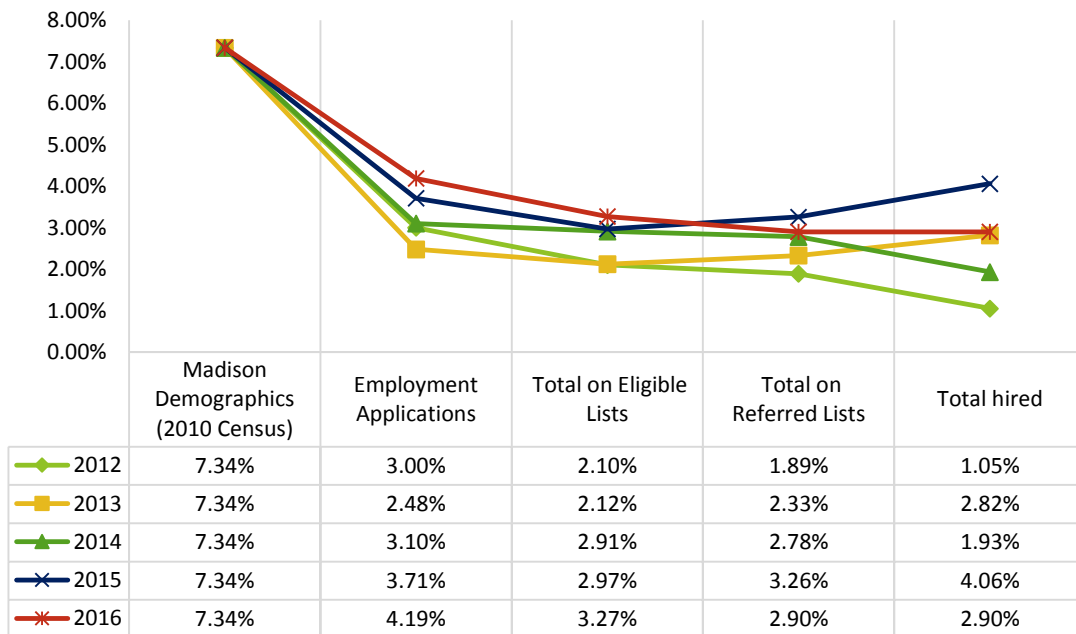
CITY OF MADISON HIRING TRENDS 2012-2016 WHITE APPLICANTS



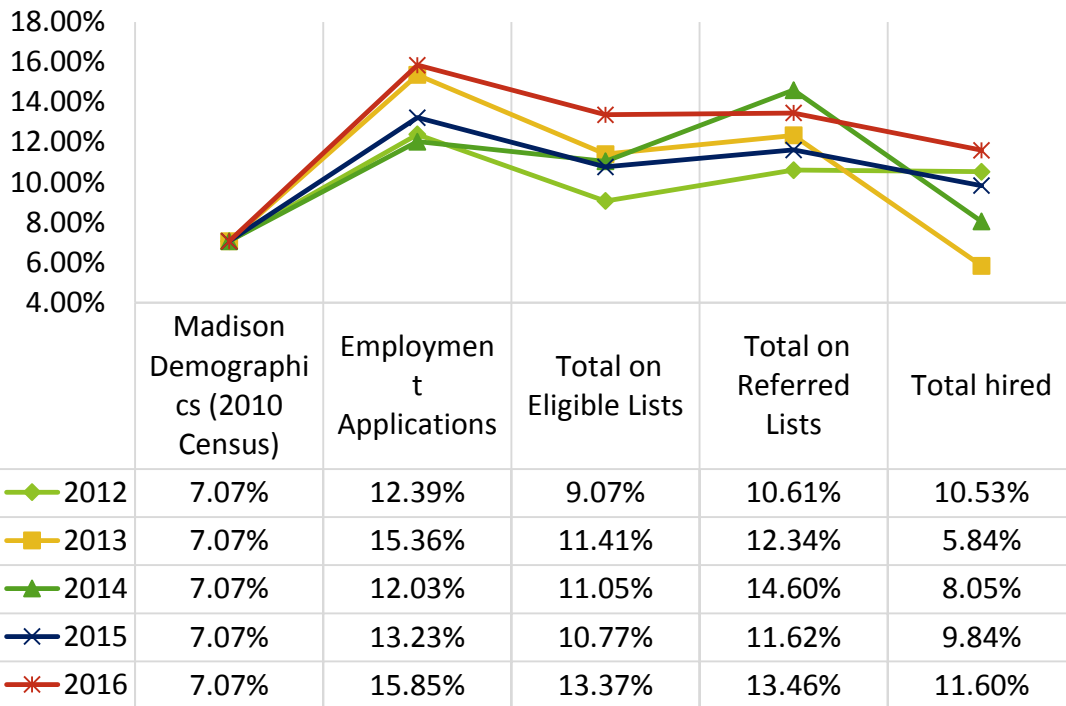
CITY OF MADISON HIRING TRENDS 2012-2016 HISPANIC APPLICANTS



CITY OF MADISON HIRING TRENDS 2012-2016 ASIAN APPLICANTS

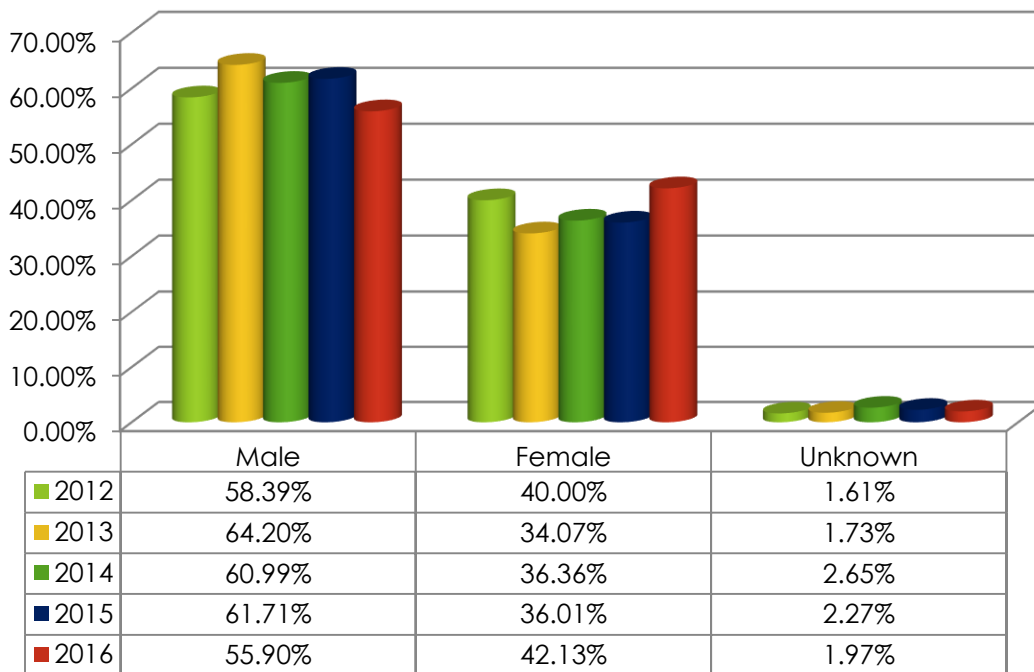


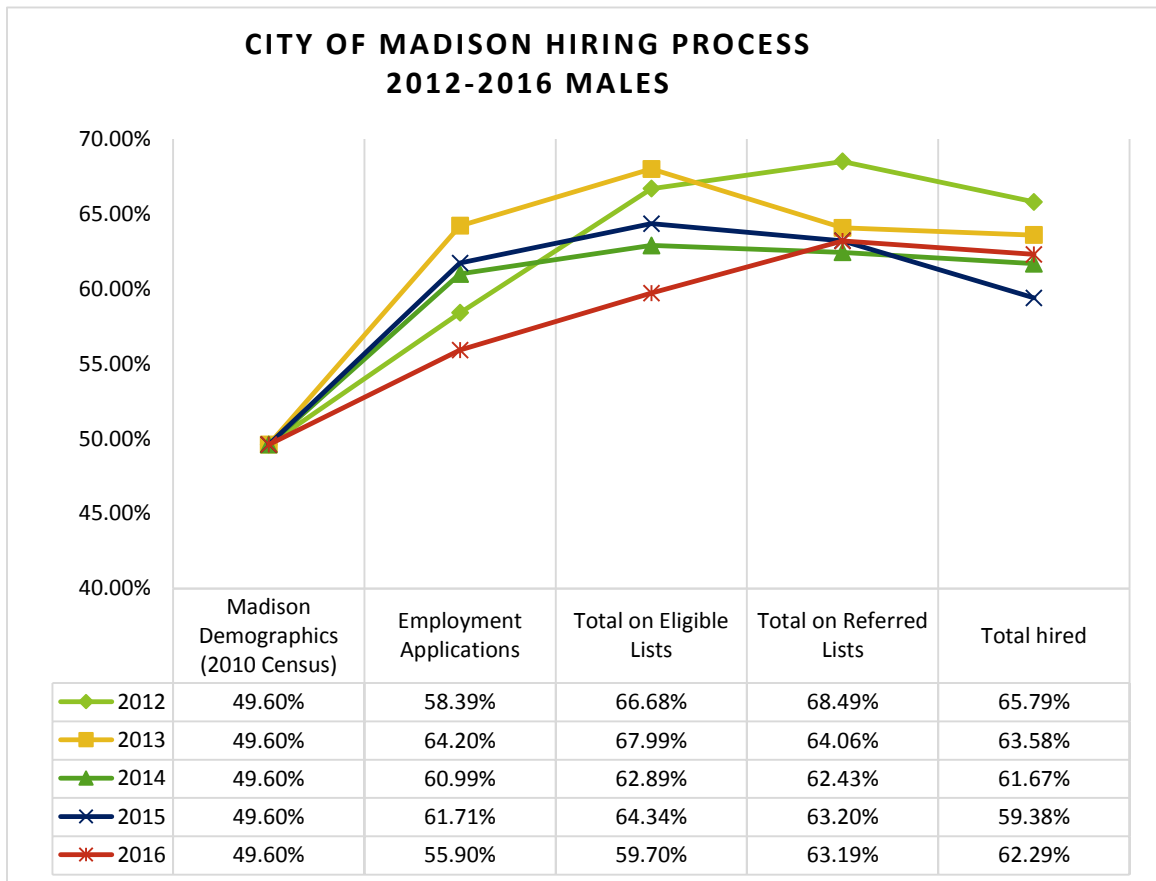
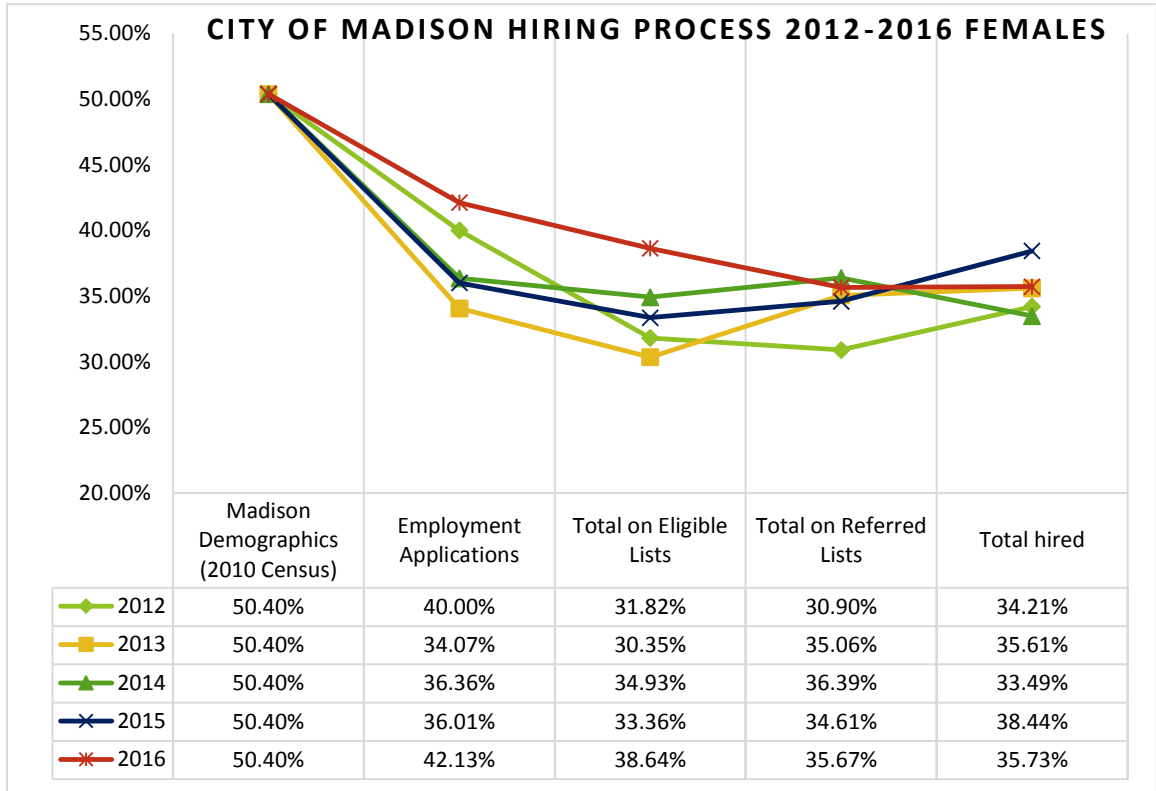
CITY OF MADISON HIRING TRENDS 2012-2016 BLACK APPLICANTS



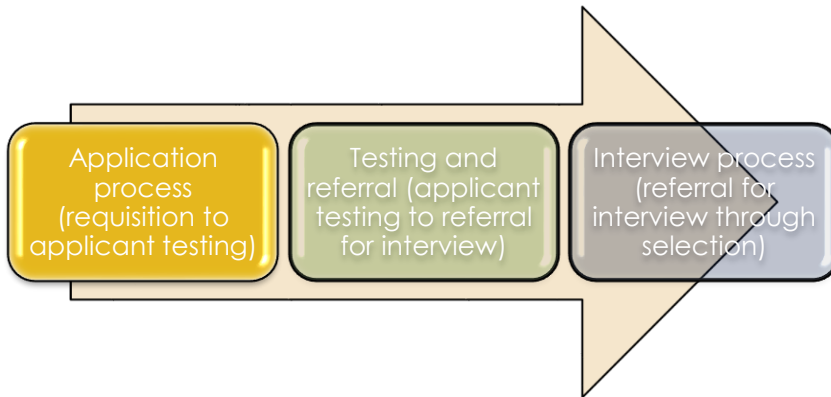
Applicant trends by gender reveal the following:

City of Madison Applications by Gender 2012-2016





FOCUS AREA: APPLICATION PROCESS



APPLICATION PROCESS

Background

The application process is administered by the Human Resources Department at the direction of the Hiring Authority. The Hiring Authority makes a number of decisions related to the hire, including but not limited to: whether or not to use the Equitable Hire Tool, minimum qualifications for the position, and whether to post internally or externally. The position is posted, outreach and recruitment are completed, and after applications are screened by the Human Resources Analyst for minimum qualifications, candidates who pass are forwarded through to the next step of testing and referral.

The application process includes activities, decisions, and practices that serve to narrow applicant pool at the following points:

1. Decision of internal or external posting
2. Use or not of trainee positions
3. Use of pipelines from internship programs
4. Ease of the online hiring system
5. Advertising/outreach methodologies
6. Language on the job posting
7. Complexity of the job application itself
8. Minimum qualifications and minimum qualifications screening

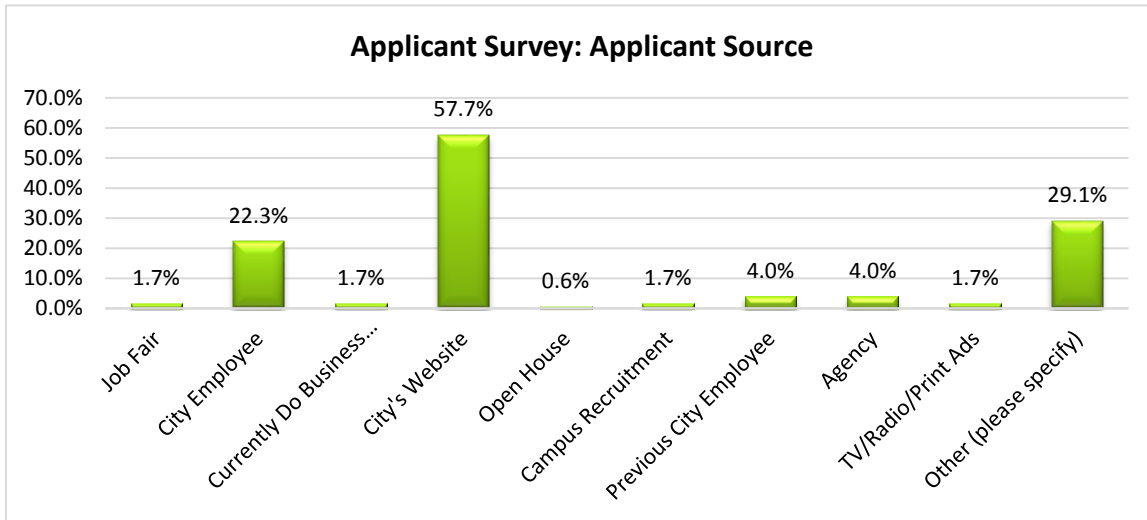
*While we could include the online hiring system itself as having potential for reducing the number of applicants with a lack of access to computers, data from our applicant survey shows 97% of respondents indicate easy access to application system, including 97% of those identifying as non-white.

Further, data above reveals that as a percentage of applicants, applicants of color make up only approximately 24% of the Madison demographics, but they make up approximately 33% of the initial applicants, but only 28% of those are hired, revealing a higher disproportionality of applicants of color falling out of the process.

Data

Source of Applicants

A survey of randomized applicants from 2017 and employees hired in 2016 shows that applicants are most frequently prompted to apply for positions by the City's website and other City employees. Notably, approximately 11% of White applicants report having a family member as a City employee, and no Black, Hispanic, or American Indian/Alaskan applicants surveyed reported having a family member who was a City employee.

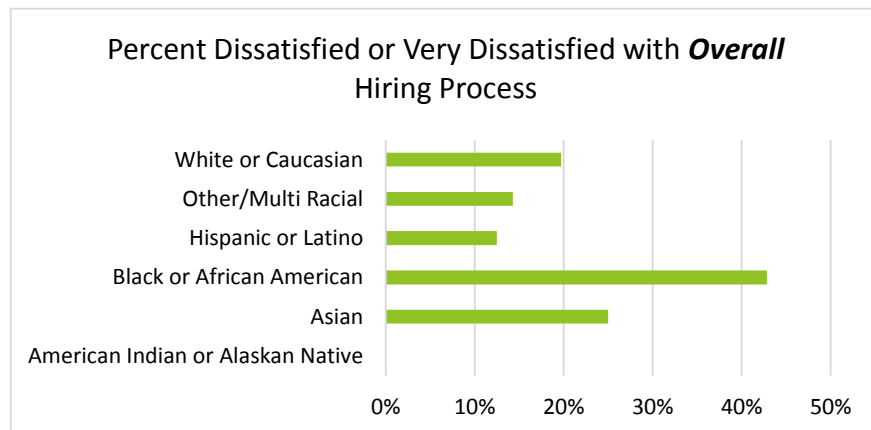


No applicants surveyed indicated they were prompted to apply by either Direct HR Contact, Trade Shows, or Community Events.

Online Hiring System (NEOGOV) Usability/Satisfaction

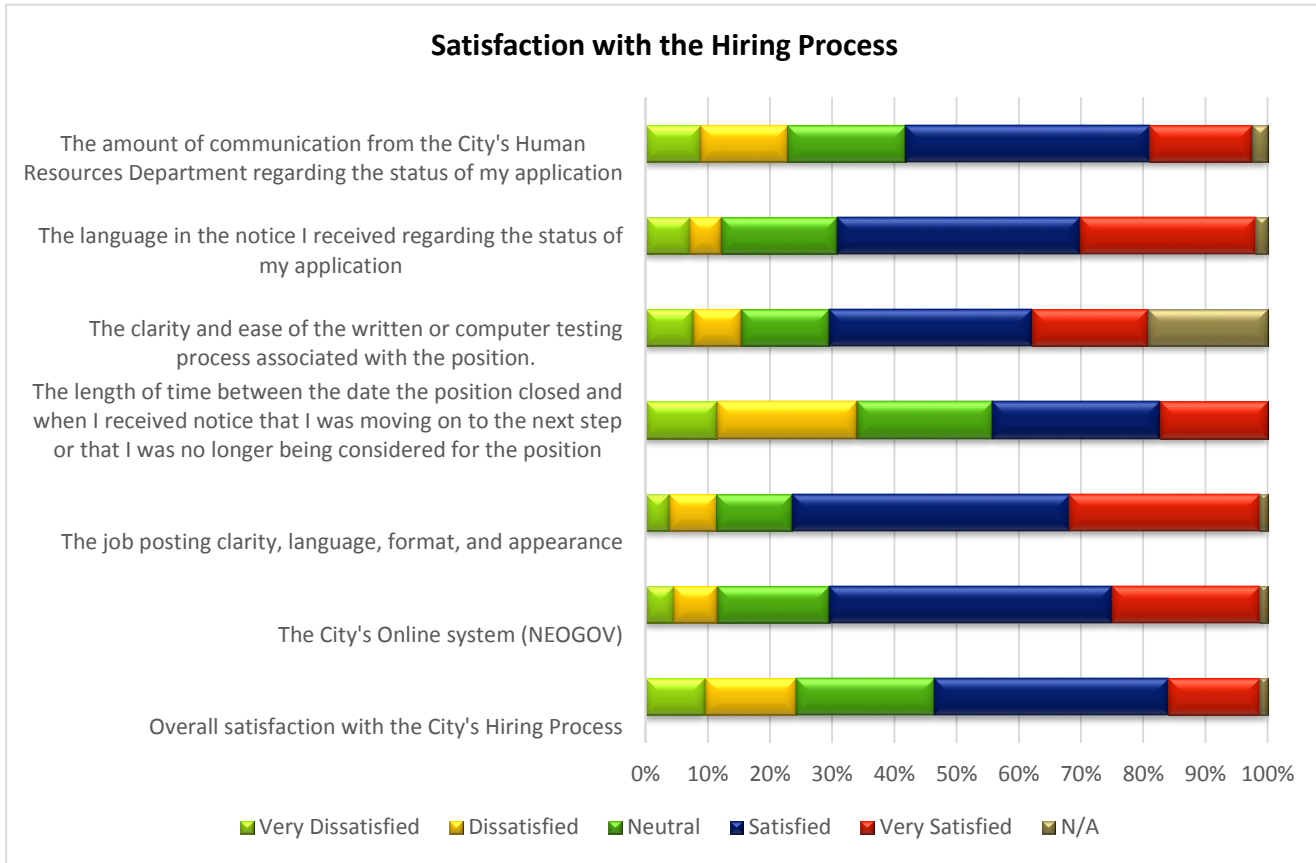
While survey data revealed NEOGOV was considered difficult to use by 11% of those responding to the online survey, only 9% of applicants of color indicated NEOGOV was difficult to use, and 13% of women indicated NEOGOV was difficult to use. However, **satisfaction** with the NEOGOV yielded much different results. While only 7% of white applicants stated they were dissatisfied or very dissatisfied with NEOGOV, approximately 22% of applicants of color reported that they were dissatisfied or very dissatisfied with NEOGOV.

Overall hiring process **satisfaction** also yielded different results, with a dissatisfaction rate of approximately 23%, and the applicant survey was down by race/ethnicity, it the following results:



total
when
broken
yielded

Other notable satisfaction points include high levels of satisfaction on notices received about the status of an application and high levels of satisfaction with the job posting and clarity. It should be noted that as a part of a previous equity analysis, the posting and application have been modified from their original version over the course of the past year. Copies of our application and notices are located in the appendix entitled Application Materials.



Related to the complexity of the online hiring system, most (85% neutral, agree, or strongly agree), found the system not more complicated than other on-line systems they have used.

80% of applicants indicate they would consider future employment opportunities with the city.

Only **9%** of applicants could not agree that they view the City as an employer for whom employees are valued and respected.

However, a full 27% of respondents indicated they did not know how to get help if they had questions related to the online system, and 23% indicated they did not know how to get help if they had questions regarding other parts of the City's application process.

Even so, only 9% were not able to agree that the application materials provide the applicant with a sufficient means to display their ability to perform the job.

Hiring Manager Decision Data

An analysis of 2017 hiring data using voluntarily supplied information from Hiring Managers reveals all of the following:

- In 2017, equitable hire tool used 53% of the time for permanent full time positions, excluding commissioned personnel.
- Trainee positions were utilized as a result of use of the Equitable Hire Tool 4 out of 91 times
- In 2017, 75% of the time the Equitable Hire Tool was used, Hiring Managers report a beneficial hiring experience, whereas when the Equitable Hire Tool was not used, Hiring Managers report the hiring process as beneficial only 62% of the time.

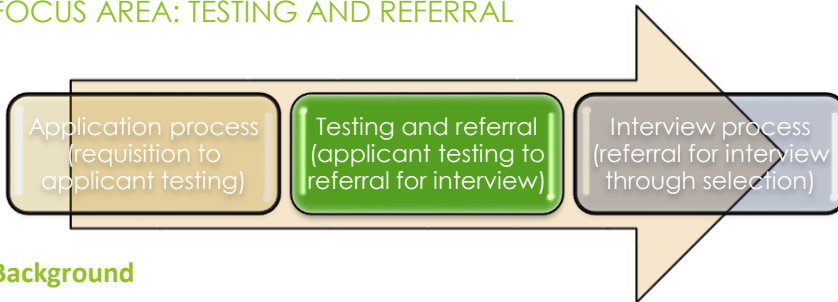
Timeline of the Hiring Process

While the satisfaction rates with the hiring process were generally high, the length of time of the hiring process was a component more frequently reported as dissatisfactory or very dissatisfactory. Specifically, the length of time between the date the position closed and when the applicant received notice that they were moving on to the next step or that they were no longer being considered for the position was 34%.

The length of time of the hiring process was detailed at length in the appendix entitled, Recruitment Time Memo, but the below table shows the average number of days each position is in Human Resources or in the Agency before the employee start date.

Process	Average Days
Days between Date of Posting and Candidate referral to Agency (Time in HR)	34.71
Days between Candidate Referral and Candidate Start Date (Time in Agency)	41.64

FOCUS AREA: TESTING AND REFERRAL



Background

The testing and referral process is administered by the Human Resources Department at the direction of the Hiring Authority. Agencies have a number of testing processes aimed at referring candidates to interviews that through testing are determined to be the most likely to. Decisions are made by the hiring authorities about which test is to be administered prior to the testing occurring, and an eligibility list is created of all applicants who passed the exam. Tests may include the following:

- **Written Exam**—This is generally a multiple choice exam made up of job-related questions and is timed. Candidates must take this exam in person, although accommodations have been made for candidates who live out of town on a case-by-case basis.
- **Supplemental Questions/SME Scoring**—This is when applicants are required to write responses to essay questions as part of the application process. Failure to submit the answers with the application will automatically remove someone from consideration. Otherwise, responses are read and scored by a panel of Subject Matter Experts (SMEs).
- **Performance Exam**—This may include things like a keyboarding exam, driving test, or other test designed to determine whether the applicant can perform the skills needed on the job.
- **Comparative Evaluation**—This is when all candidates who are minimally qualified are compared to each other against pre-set benchmarks to determine the “most qualified” candidates to move forward for consideration.
- **Computer/OPAC Testing**—This is testing through a computer software package that is designed to test a candidate’s ability to use computer programs such as Word and Excel, as well as other modules mostly used for our administrative positions.

The eligibility list consists of a ranked list of candidates based on their exam score, but also includes points for Veteran’s Status and Seniority, when applicable. From the eligibility list, a list of candidates who have scored the highest on the list is sent to the agency for scheduling interviews based on the requirements of the personnel rules and applicable handbooks. The agency is not aware of the ranks at this time as they only receive the names in alphabetical order. The testing and referral process includes activities, decisions, and practices that serve to narrow applicants at the following points:

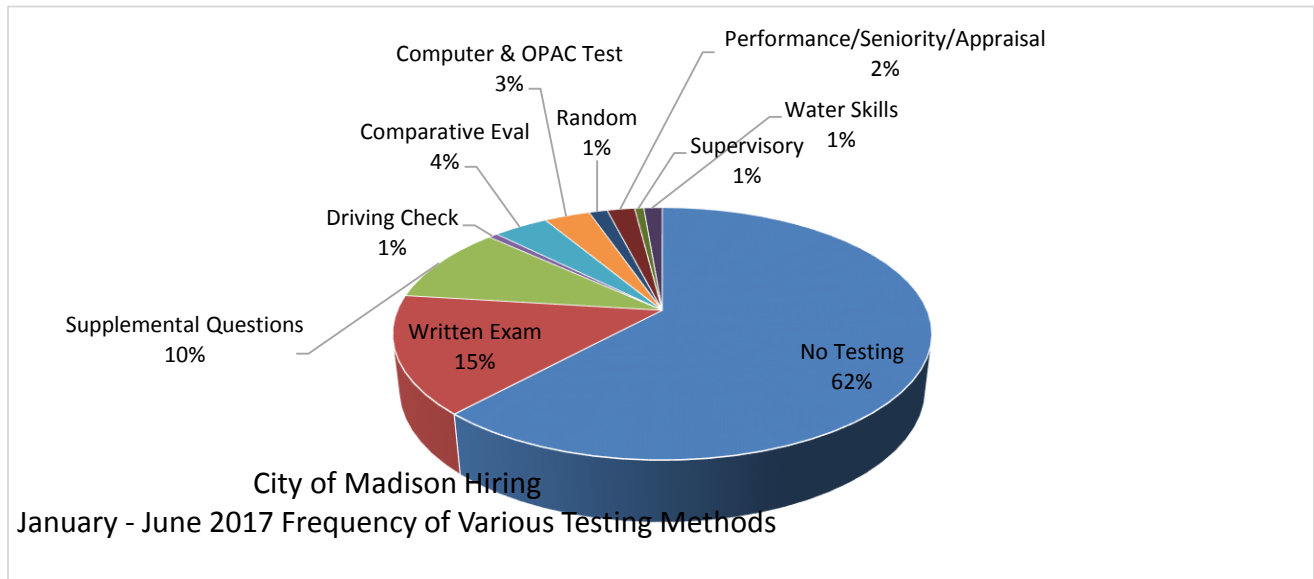
TESTING AND REFERRAL

1. Test methodology used
2. Lack of submission of supplemental question responses
3. Scheduling of exams, including number of test sessions
4. Availability of tests in other languages
5. Passing/failing score of test—general practice is 50% is passing
6. Number of ranks sent for interview
7. Veteran and seniority points added to test score

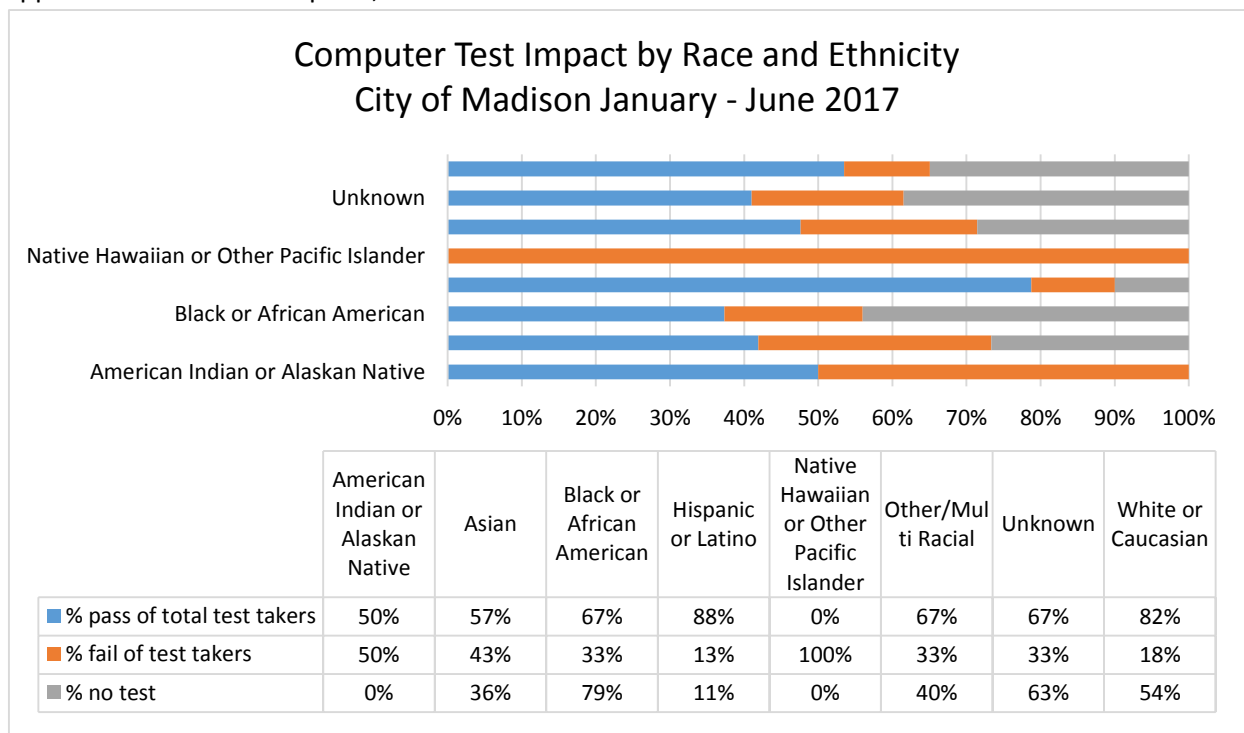
Data

Testing

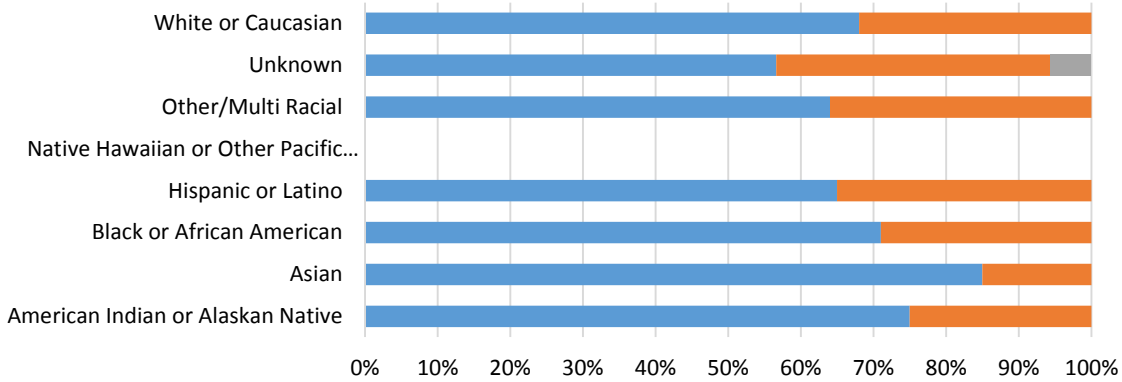
Randomized data from this year reveals that a large majority of our positions require no testing:



For purpose of this analysis we considered the impact of tests on applicants by test administered. Please also the appendix entitled Test Impacts, for more data and raw numbers.

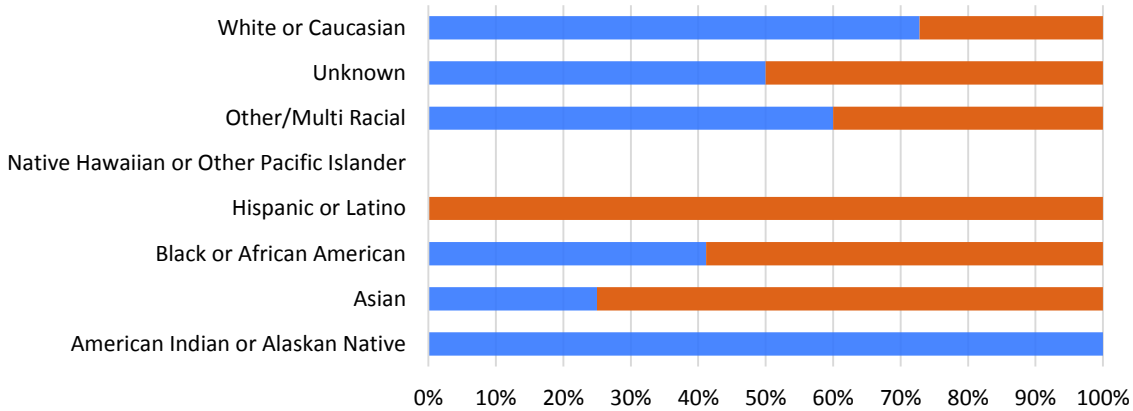


Supplemental Questions Test Impact by Race and Ethnicity City of Madison Jan - June 2017



	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
% pass (of total test takers)	75%	85%	71%	65%	0%	64%	60%	68%
% fail of test takers	25%	15%	29%	35%	0%	36%	40%	32%
% no test	0%	0%	0%	0%	0%	0%	6%	0%

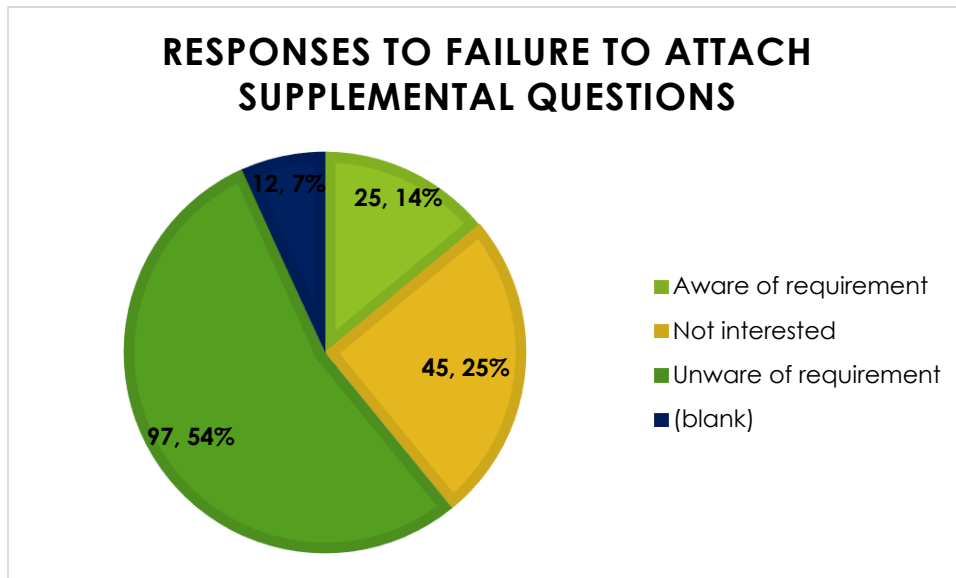
Comparative Evaluation Test by Race and Ethnicity City of Madison January - June 2017



	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
%pass	100.00%	25.00%	41.18%	0.00%	0.00%	60.00%	50.00%	72.82%
%fail	0.00%	75.00%	58.82%	100.00%	0.00%	40.00%	50.00%	27.18%
%no test	0	0	0	0	0	0	0	0

Supplemental Questions

In addition to the applicants who fail in the Supplemental Question test, each recruitment has a number of applicants who are eliminated prior to scoring by failure to submit the required supplemental questions at all. In 2016, an intern project was completed which required call back of 597 of these applicants to determine their reason for failing to respond. Of those who responded, a majority responded that they were unaware of the requirement to attach supplemental questions. **Unavailable data includes the race, ethnicity or gender breakdown of this data.**



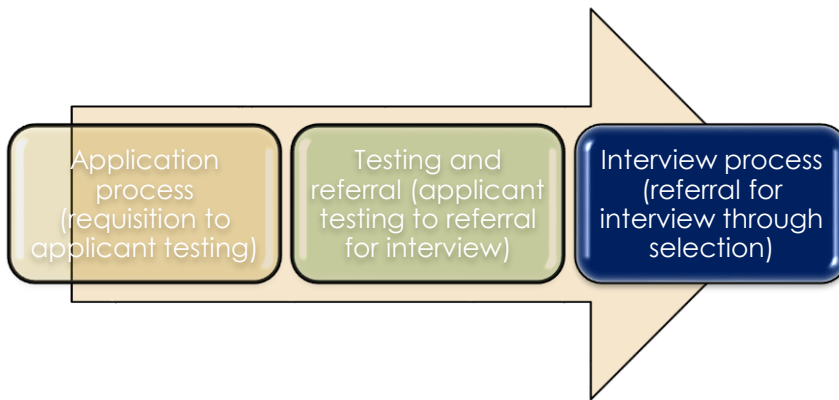
Some of the comments from those aware of the requirement but failing to submit included:

- *He thought he did attach that information*
- *It wasn't very obvious that there were supplemental questions on the website, nor during the application were there obvious signs that the attachment of the supplemental questions were required.*
- *Oversight*
- *Ran out of time and too difficult to do*
- *Seemed like too much work*
- *She did know however the responses didn't attach properly*

Ranks and Supplemental Points

Up to 20 points are added during the testing process for Veterans for all positions where there is an exam, and points are added for exams for permanent General Municipal positions based on the number of years of City employment the applicant has, with no maximum. These points are added to the total examination score, provided the applicant has passed the exam. **Unavailable data includes no race, ethnicity, or gender impact information related to the use of these points.**

FOCUS AREA: INTERVIEW PROCESS



INTERVIEW PROCESS

Background

The interview process is administered at the agency level. Agencies are provided a list of applicants based on the number of referrals outlined in the personnel rules. They are required to interview every applicant, and use anywhere from 1-3 interviews. Personnel rules do not allow for referral of additional candidates until the entire referral list has been exhausted. Applicants are required to be provided at least five days advance notice of an interview, though interviews can be held with shorter notice if the agency is able to schedule appropriately with applicants.

Though HR trains on and recommends behavioral interviewing with benchmarks for each question, interviews are structured in a variety of ways. No formal policies regulate the number of participants on an interview panel, interview content or review of questions, the use of balanced panels, or training of interviewers. Federal and State law, reinforced in City policies, prohibit the use of an applicant's membership in a protected class as being a factor considered in hiring or promotion. Once a decision has been made, the agency is responsible for notifying unsuccessful candidates and providing the conditional offer of employment. Agencies complete their own reference checks while criminal and driving background checks are completed by HR.

The interview process includes activities, decisions and practices that serve to narrow applicants at the following points:

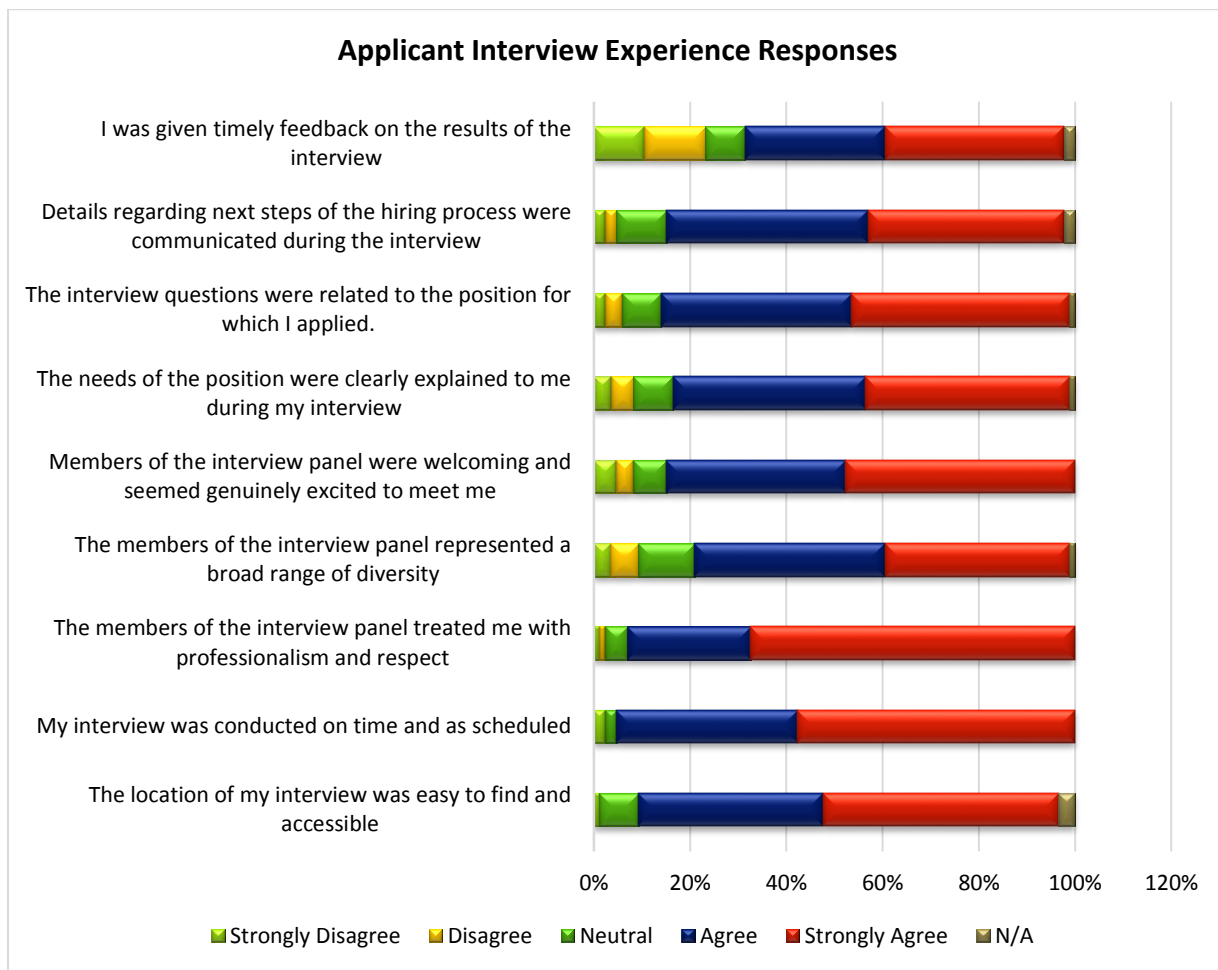
1. Composition of interview panel (including gender, racial/ethnic, organizational diversity)
2. Ability to review questions ahead of time
3. Flexibility/methodology in scheduling and structure of interviews
4. Number of interviews
5. Bias in the interview process
6. Interview question content
7. Red-flag process intervention (see appendix)
8. Reference checks

- 9. Background checks (criminal and driver’s license)
- 10. Ability or inability to negotiate starting wages

Data

Applicants who were able to make it to the interview stage reported high levels of satisfaction with those interviews, with only approximately 1-2% indicating they Disagree or Strongly Disagree that the scheduling of the interview and location were accessible, and that the members of the interview panel treated them with professionalism and respect. Applicants of color responding to the survey had a similarly high agreement with the statement that the members of the interview panel treated them with professionalism and respect.

The most significant concern indicated in the question responses was that a significant amount of the respondents (23%) indicated that they Disagree or Strongly Disagree that they were given timely feedback on the results of their interview.



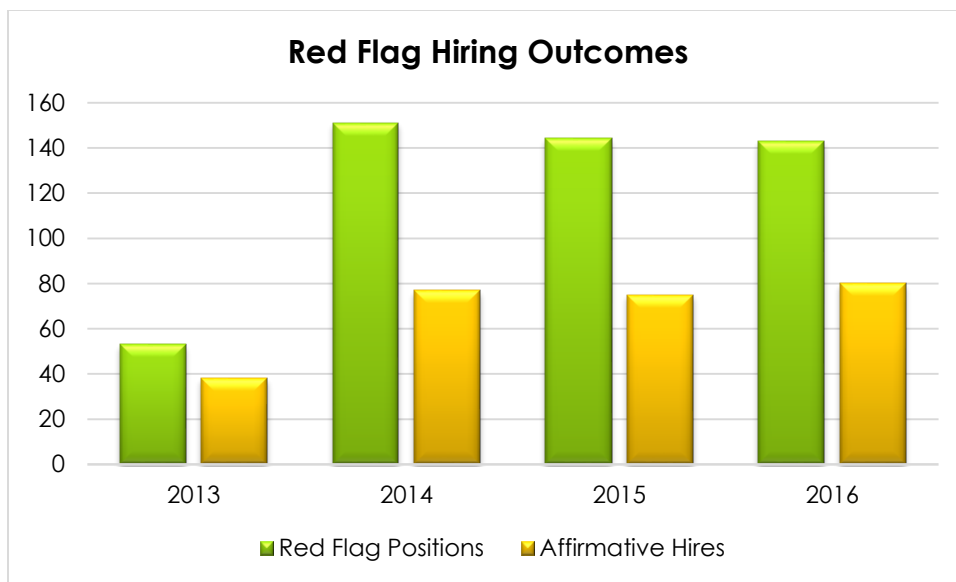
Red Flag Process

The Red Flag Process serves to mediate the hiring process primarily at the point of selection. When a position is requested to be filled, the Department of Civil Rights reviews the position to determine if the position is under-represented for people of color or women based on local workforce demographics. If at the point of hire, an

agency plans to offer the position to someone who is not a member of a protected class that the position is under-represented for and a person in that class was also referred, the position is red-flagged. In cases where the position is red-flagged the Hiring Authority is required to provide justification to the Department of Civil Rights. The Department of Civil Rights will provide support for these hires through some of the following interventions:

- Connecting managers to diverse interview panelists
- Providing strategy in advertising
- Reviewing benchmarks for interview questions
- Targeted interventions as determined by the department

Red-flagged positions show the following hiring outcomes:



Panel Diversity

Applicants indicated on the survey they agreed or strongly agreed that 78% of the time that the interview panel represented a broad range of diversity. However, when using the Equitable Hire Tool, Hiring Managers report the use of diverse panels 85% of the time. Panel diversity is strongly recommended by Human Resources and the Department of Civil Rights through both the standard hiring process and red flag process, but not required/mandated by City policy.

Background Checks and Ban-the-Box

As a part of our Ban-the-Box initiative, our applications do not require disclosure of arrest/conviction records. Rather, our HR Analysts check backgrounds of individuals after a conditional offer to hire is made, and only those individuals with a substantially related conviction are removed from consideration for hire. Even at that time, the candidate is informed of the specific reason and has the opportunity to provide additional information.

Group 2: Work Culture

Group 2 is responsible for answering the fundamental question:

How does City of Madison work culture benefit and/or burden people of color and/or women, and what strategies are best suited to help us become a more diverse and inclusive organization?

We are analyzing data related to the City of Madison work culture. Research shows the importance of work culture – it has ties to overall effectiveness of the workplace including employee engagement, equity and diversity, and productivity. Workplace culture is complex even to assess, let alone to target the right strategies to impact it positively.

Scope and focus areas help to ensure a deeper understanding and targeted recommendations in the area of work culture. In order to scope this analysis, we have decided on three focus areas:

1. Onboarding;
2. workplace inclusion and
3. professional development

We have included here a breakdown of the data into each of three areas, which moves us into the equitable hire tool sections entitled WHO. We start in the morning by answering these questions:



We then move on to answering questions that get at some of the root causes, under the section entitled WHY, which includes these questions:



In the afternoon, we come back and develop a list of recommendations that are associated with the burdens we've identified, and associated costs which we categorize as low, medium, or high, with added notes if there is significant staff time required.

Low	Medium	High
~ 0-\$1,000	~\$1,000-\$10,000	Above \$10,000
Notes on staffing:		

OUR PROCESS

Interventions aimed at work culture are at the discretion of each City of Madison agency, and can be assisted by any member of our Employee Development and Organizational Effectiveness unit, which provides services including employee engagement strategy and planning, work culture/climate/engagement surveys and assessments (a copy of our standard engagement survey template is an appendix), technical assistance in strategic and work planning, employee development tools and strategies, work group interventions, process improvement, and team building.

Because each work culture/climate/engagement survey is tailored toward the needs of the agency, and interventions are developed off of those needs, the measures and interventions in each agency are different. For purpose of looking at larger organizational measures related to culture, we are consequently primarily using data from the climate survey developed and implemented by the Multi-Cultural Affairs Committee (MAC), applicant survey data, and Department of Civil Rights complaint data, and training evaluation and report data.

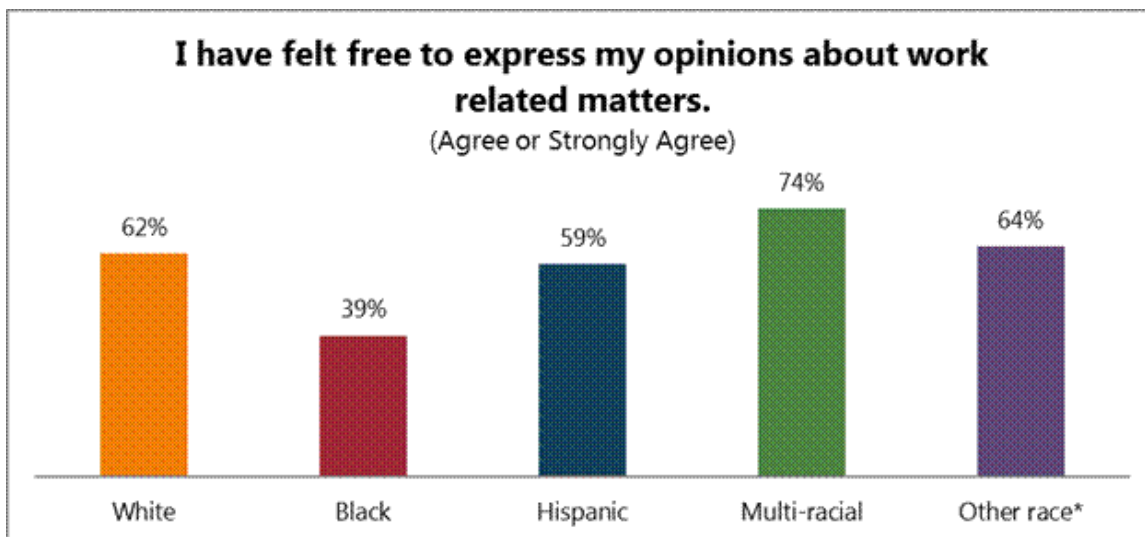
While the hiring portion analysis focuses primarily on impact and decision points in the hiring process for development of recommendations, with regard specifically to inclusion, there are hundreds of impact points that can significantly alter an employee's experience within an organization. Consequently, while considering recommendations and strategies related to inclusion, we intend to focus on organizational components that are highlighted by the Multi-Cultural Organization Development Model (Jackson and Hardiman) to develop an inclusive organization. Inclusion can be defined as an organization's commitment to enable others to do their best work by cultivating a sense of belonging where all employees are valued, respected, and supported.

DATA

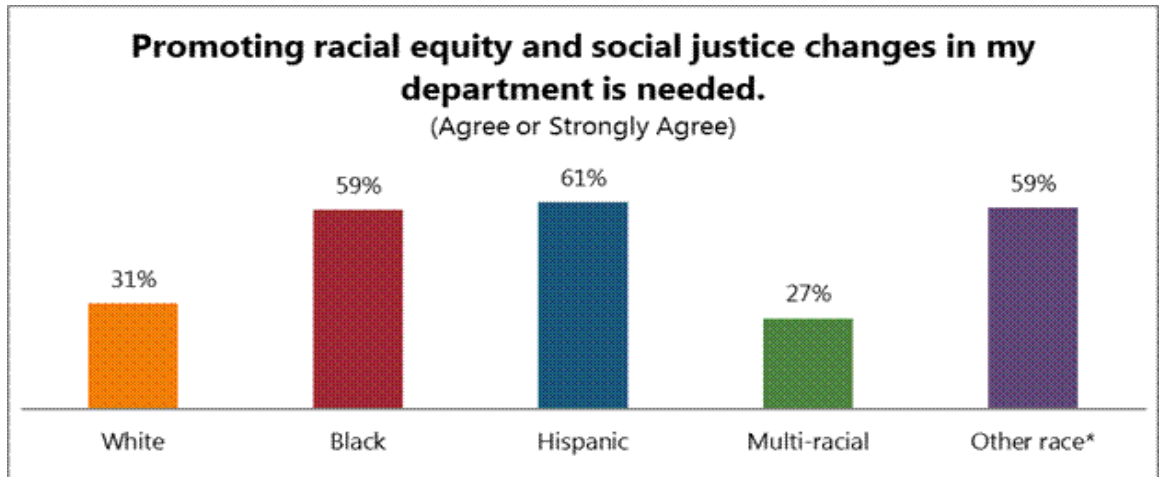
To find broad cultural data broken out by race/ethnicity, we focus primarily on the work culture survey executed by MAC. Please see the Appendix entitled (MAC executive summary and recommendations). Chief concerns highlighted by the climate survey include:

1. Fear of retaliation
2. Exclusivity
3. Limited opportunities for growth/professional mobility

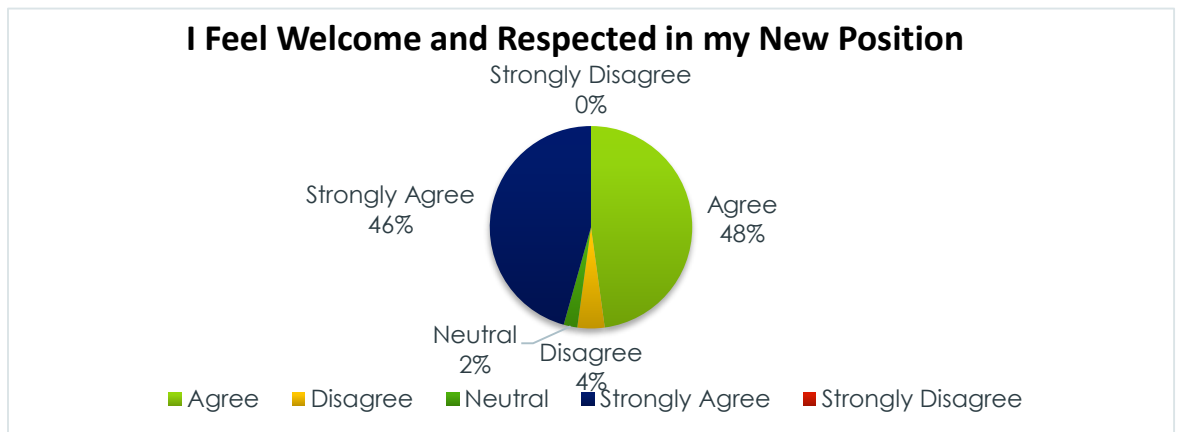
One of the most significant concerns relates to the disproportionality of the responses related to employees' ability to express opinions about work related matters:



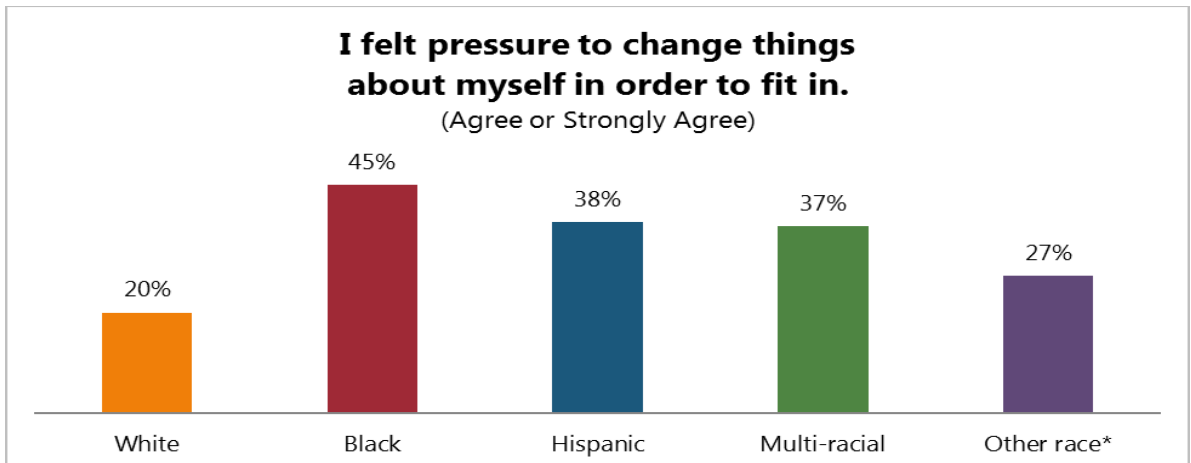
Not surprisingly, the need for a focus on racial equity and social justice changes in each department received inverse responses, with response rates as follows:



Employees who attained positions with the City in 2016 and 2017 and responded to our applicant survey primarily agreed they feel welcome and respected in their new positions. However, the experience of these respondents is not broken down by race, and reflects relatively limited exposure to City culture.



Further, feeling welcome and feeling included are very different organizational experiences. If inclusion represents being able to bring your whole self to work, the following is telling data:



FOCUS AREA: ONBOARDING EMPLOYEES

Background

Onboarding is the process of bringing an employee in to the organization. Effective onboarding has the ability to quickly develop the commitment of new employees, or to disengage and exclude new employees relatively quickly. The current onboarding process includes as core components: an orientation process, employee onboarding report every 3 months for up to 12 months, and participation in a 1 day New Employee Training aimed at understanding City function and work culture within the first year.

Recognizing that the City utilizes a passive and inconsistent onboarding process, HR began developing new tools around 2015 which were aimed at improving the employee experience particularly in the areas of socialization in the organization, improving supervisor training related to the tools and importance of onboarding, the ability to get feedback to and from new employees, and the ability to analyze that feedback in Human Resources. Before implementing we did an initial equity analysis of that onboarding process. New tools developed include:

- A new onboarding report to replace probationary reports
- Onboarding and engagement surveys
- New agency roles including an onboarding support person and onboarding coordinator
- An onboarding checklist
- Welcome calls and welcome packets
- New employee connection to affinity groups (Multicultural Affairs Committee-MAC, and Women’s Initiative’s Committee - WIC)

Impacts to the employee experience of the onboarding process can include all of the following:

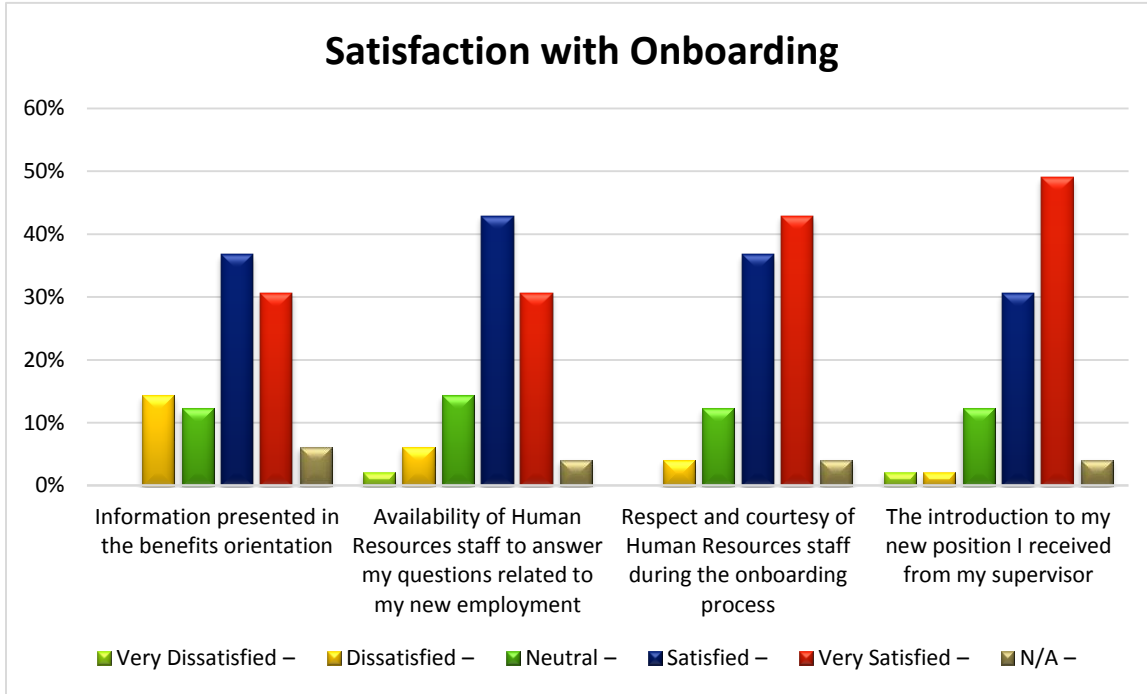
1. HR Employee Orientation effectiveness
2. Alignment between the job posted and the job experience
3. Understanding of the work culture the employee is coming into
4. Health and inclusivity of the work culture
5. Ability to perform the job within expectations and ability for the employee to get necessary feedback
6. Whether the agency utilizes “optional” components of the onboarding process including:
 - a. A welcome call or packet
 - b. An onboarding coordinator or support person
 - c. Onboarding checklists
 - d. Added affinity group support

ONBOARDING EMPLOYEES

Data

Human Resources and Onboarding

Satisfaction with the onboarding process is demonstrated by our Applicant Survey to be relatively high. See the following table for response rates:



While this shows high satisfaction, the area presenting the least satisfaction is “Information presented in the benefits orientation.” Revealing comments in this area included, *“Just way too much information, looking back now I would have adjusted my benefits differently.”* Another comment reveals the relative thoroughness of one employee’s onboarding experience, *“Other than the benefits orientation, there was no onboarding process.”*

New Onboarding Report

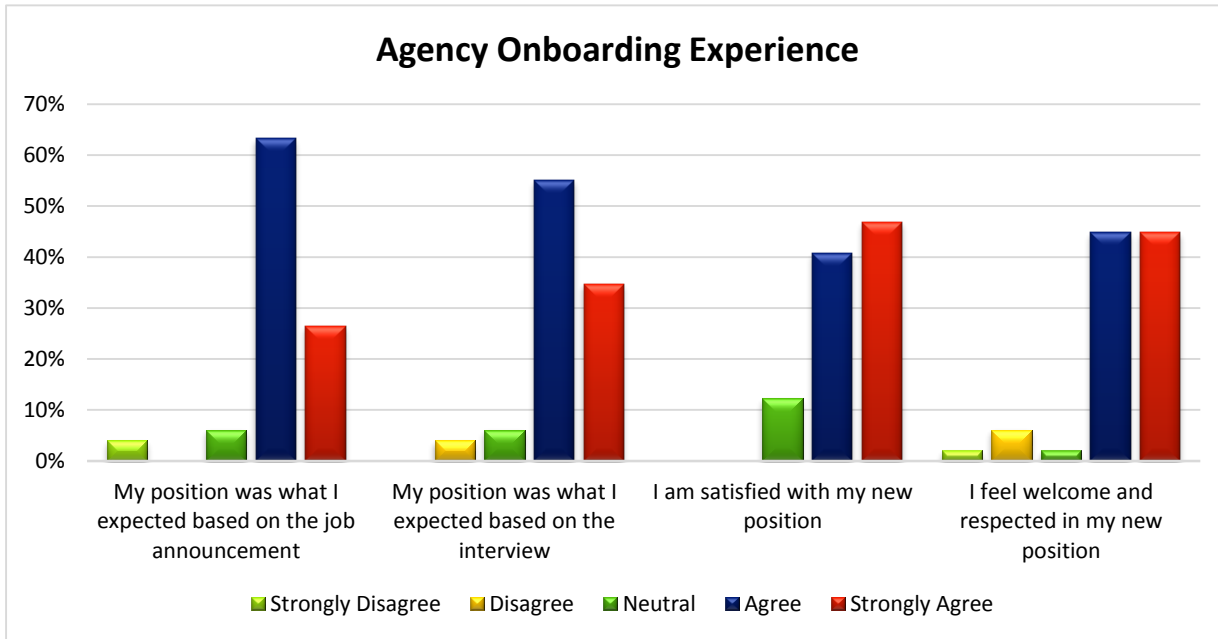
A new onboarding report was developed and replaced the previous probationary report, which was a one-way evaluation of the employee. While the new report (appendix entitled “Onboarding Report”) provides that two-way dialogue, there has been some concern expressed to human resources about questions related to the multi-cultural awareness in the agency and the perception that employees of color may not feel comfortable responding to the questions.

Agency Onboarding Experience

Based on our applicant survey, the onboarding experience within the agencies are also considered relatively positive with:

- employees reportedly agreeing they feel welcome and respected
- high alignment between the expected position and the employee experience
- high levels of satisfaction with the employee’s new position
- no significant disparities in “feeling welcome and respected,” between employees of color and white employees

Rates of agreement with onboarding experience are demonstrated in the following chart:

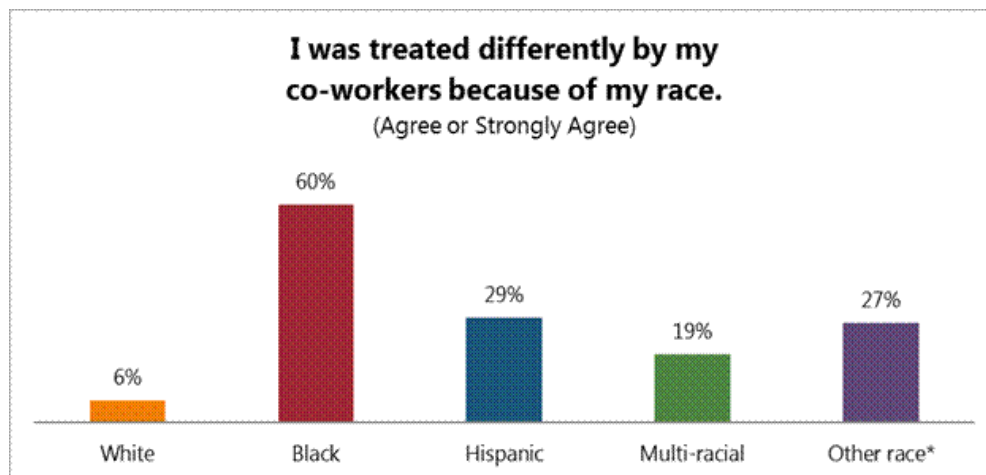


Consistency of New Tool Use

According to a brief review of agency tool use completed by HR Staff agency use of new tools includes:

- Approximately 67% of agencies report the use of an onboarding checklist
- Approximately 40% of agencies the use of an onboarding support person
- Approximately 33% of agencies report the use of an onboarding coordinator
- Less than 20% report the use of new employee engagement surveys or new employee onboarding surveys

While the following data goes to overall inclusion of employees, it is also relevant to creating a welcoming, inclusive workplace during an employee’s first year of employment, so it is included here as well.



FOCUS AREA: WORKPLACE INCLUSION

Workplace inclusion encompasses all of the policies and practices that help make our workplace welcoming, and which allow every employee to bring their whole self to our organization. It is about becoming an organization where an employee's sense of belonging isn't dictated by race, ethnicity, gender, or any identity.

High performing organizations have leaders at every level of the organization, and create a sense of teamwork with a shared vision and values.

Workplace inclusion can be challenging to assess and manage for organizational leaders. For the purpose of organizational inclusivity, we've modeled a number of our indicators after the Multicultural Organization Development (Jackson and Hardiman) framework indicators.

Key measures of inclusion which are helpful in framing the burdens and recommendations include:

1. Ability to create conditions for collaborative decision making
2. Support for employees from all identity groups as full participants in decisions that shape the organization
3. Level of support for employee affinity groups
4. Whether training is in place to help employees assess and analyze policies and services for inclusion and inequities
5. Use of mentoring programs that help provide organizational support
6. Regular collection of climate survey data which include employee demographics, and accountability for responses to the results of that data
7. Rate of incidents of harassment and discrimination in the organization
8. Employee comfort with the safe reporting of harassment and discrimination policies
9. Whether mission, values, operations, and services reflect the contributions and interests of the wide diversity of cultural and social identity groups
10. Leaders and members act on the organizational commitment to eradicate all forms of oppression within the organization

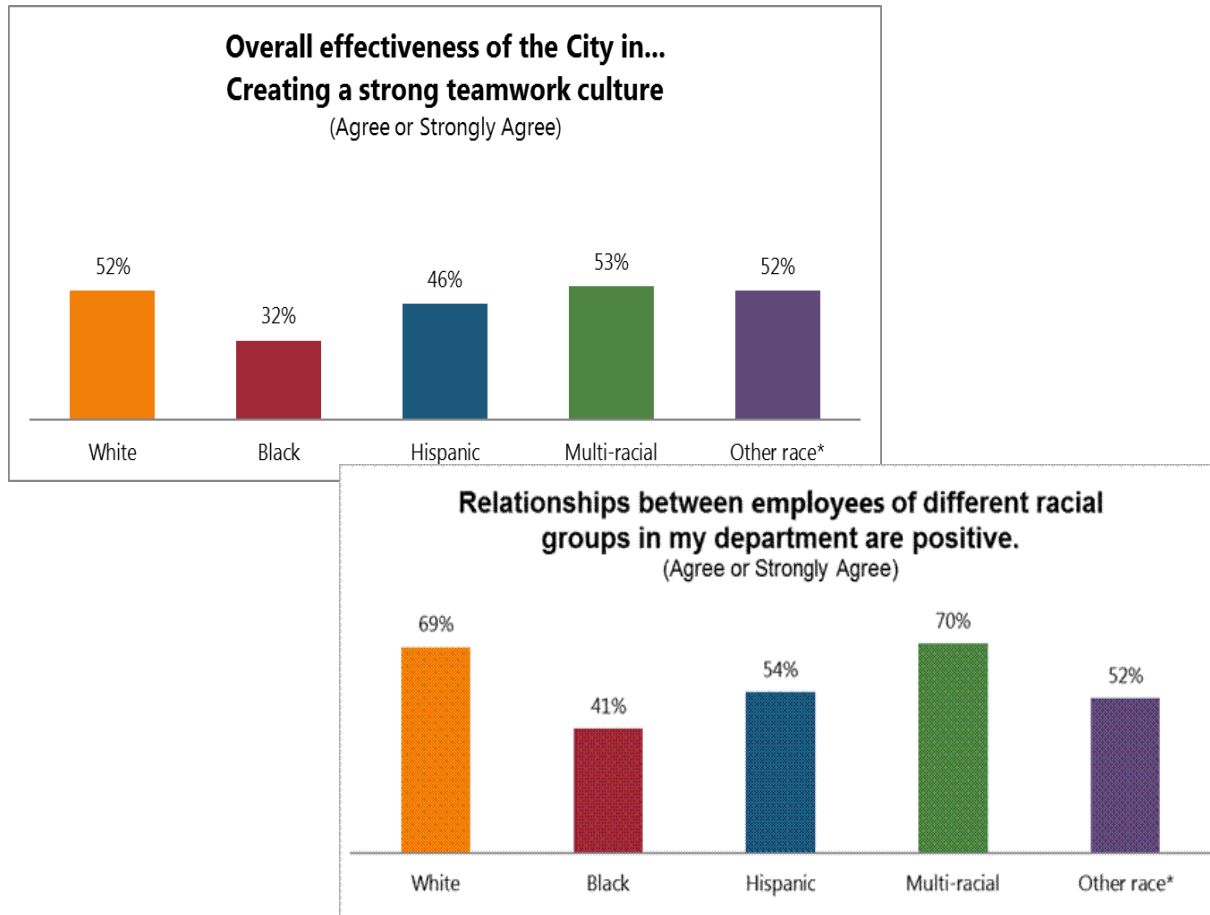
**This group is encouraged to read through the professional development data, to get a better idea of the impacts of practices and policies on upward mobility and professional development.

WORKPLACE INCLUSION

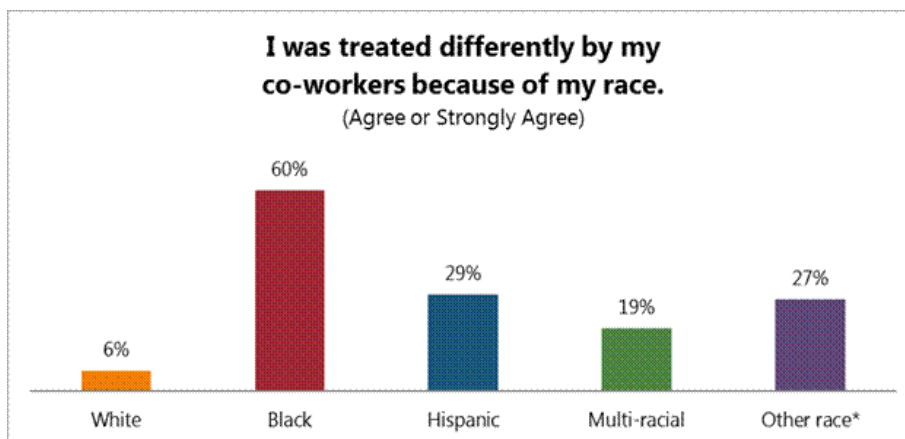
Data

Inclusion and Belonging

The Multicultural Affairs Committee (MAC) data related to the overall culture in the city, including the ability to create a strong teamwork culture and assessing the relationships between employees of differing racial groups in the City reveals the following:



Perhaps the most striking data included an assessment of whether employees felt they were treated differently because of race.



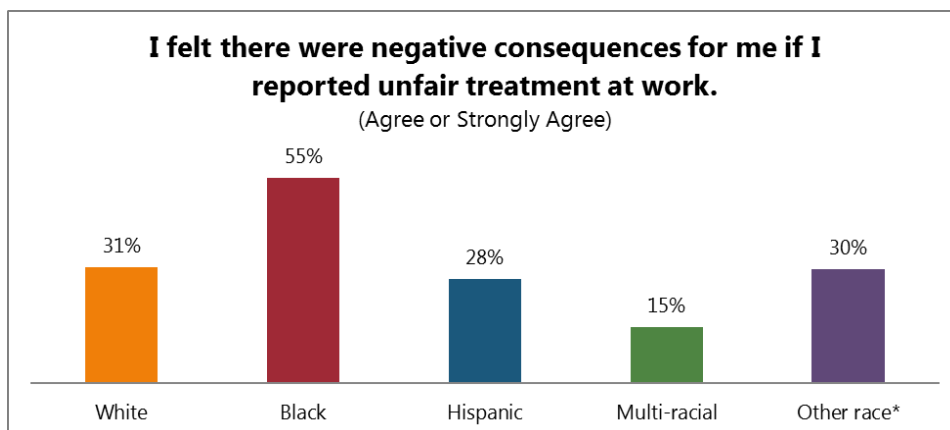
Harassment and Discrimination

The process for investigating and addressing complaints of harassment and discrimination are enshrined in mayoral APM 3-5. A copy of that APM is located in the Appendix entitled, “APM 3-5”. The policy requires that employee complaints of harassment and discrimination are investigated and addressed, that training occurs for supervisory staff and employees, and that there is no retaliation for complaints of violations of APM 3-5. Data from the last four years reveals the following trends in violation reporting:

Complaints by Year

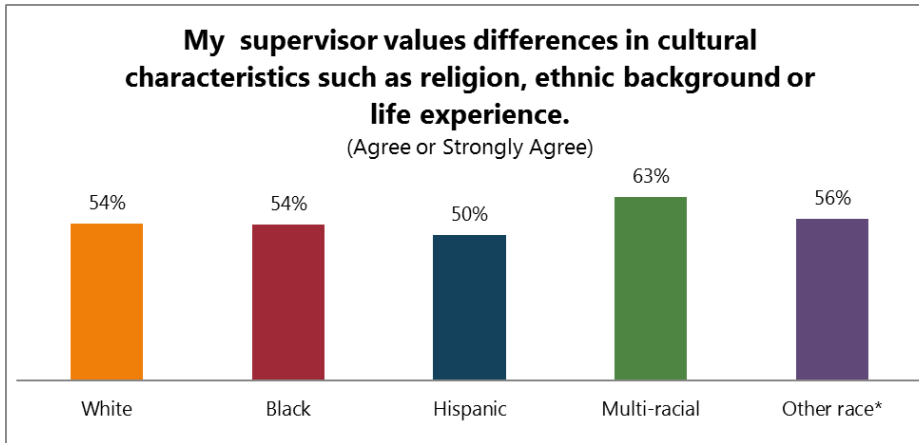
2014	2015	2016	2017
14 Complaints	2 Complaints	14 Complaints	8 Complaints
Age	Age	Disability/Phys App	Age
Disability	Disability	Disability/Retaliation	Sex
Race	Marital Status	National Origin	National Origin
Retaliation	Physical Appearance	Race	Disability
Sexual Har/Ret	Political Beliefs	Gender	Retaliation
Sexual Har/Orient	Retaliation	Color	Gender
	Gender	Family Status	Opposition to Discrimination
	Race	Sexual Harassment	Race
	Religion	Sexual Orientation	Color
	Sexual Orientation	Gender Identity	Religion
	Sexual Harassment	Sexual Orientation/Ret	Marital Status
			Sexual Harassment

One of the key components of any reporting system related to harassment and discrimination is that employees need to feel safe using it. A finding of the MAC report on this topic reveals that black employees felt at a much higher rate that there would be negative consequences for them if they reported unfair treatment at work.



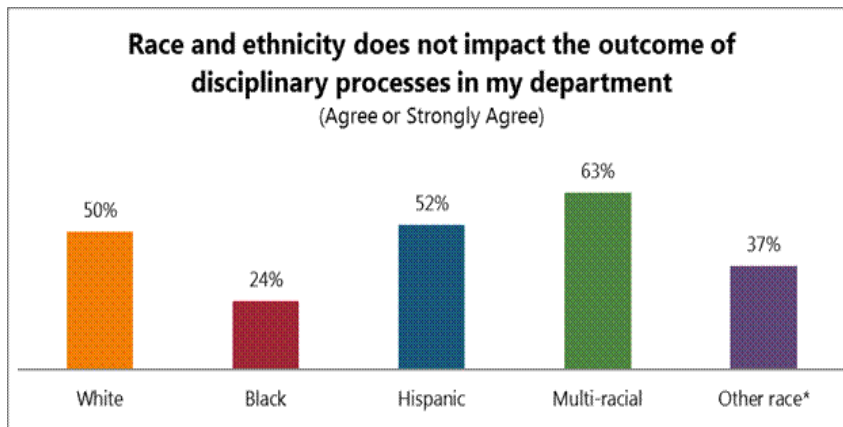
Supervisor Practices

MAC survey data shows a relatively low feeling of confidence in supervisory value for differences in cultural characteristics such as religion, ethnic background, or life experience. This is supported by professional development data (see the next section) which suggests that employees of color feel at a higher rate (white 22%, black 44%) that their supervisor or someone else made assumptions that limited their opportunities for professional development.



The first “ongoing” leadership development training opportunity, the Leadership Development Conference, was developed in 2014. Other leadership programming was previously one-time opportunity. Consequently, some supervisors learned management and supervisory techniques at a time when workplace diversity and inclusion were not yet an espoused organizational value, and had limited opportunity to internally explore new leadership models until that time.

A lack of confidence is also reflected in survey data which shows that fewer black employees feel race does not impact the outcome of the disciplinary process.



Employee Development updated their Supervisor Academy in 2017 to include inclusive practices in the framework, but **data from those sessions has not yet been evaluated and so should be considered missing data.**

FOCUS AREA: PROFESSIONAL DEVELOPMENT

Background

Professional development in the City is provided both externally and internally through a formal training process. Access to training is dependent upon adequate funding in the agency, scheduling needs, and supervisor approval. Internal training can be developed upon request, but is often provided at no cost to the department and includes such areas as process improvement, conflict management, implicit bias, wellness, and communication skills.

The City has four main leadership programs, the Supervisor Development Program, the Leadership Development Program, the Women’s Leadership Series, and the Leadership Development Conference. Attendance at the Supervisor Development Program, Leadership Development Program, and Women’s Leadership series are all one-time per employee at multiple sessions per event, with similar sessions provided each year. The Leadership Development Conference has new themes or sessions each year as needed.

Supervisor Development is targeted at all new supervisors, and has a requirement that each participant is a new supervisor within the City or other governmental/local non-profit. All other Leadership programming is open to current or aspiring leaders.

Professional Development can be limited by all of the following:

1. Supervisor/leadership skills or readiness
2. Lack of availability of needed training or development programs internally or as coordinated with local educational opportunities
3. Lack of approval to attend training or development programs
4. Use and development of fully supported pipelines for leadership and professional positions
5. Availability of mentorship
6. Perception of leadership competencies
7. Bias related to selection for development programs
8. Availability of Talent Management Software (no current software available at this time)

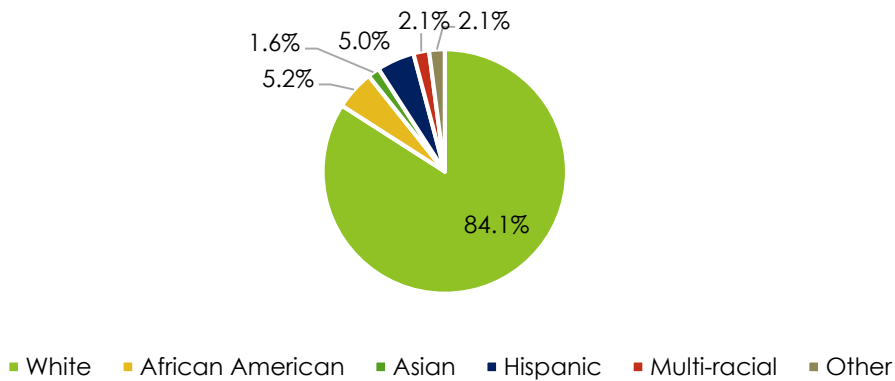
Data

Professional Development Participation

Participants of training programs broken down by racial demographics reveal participants of professional development programs are more dominantly white (and female, see appendix):

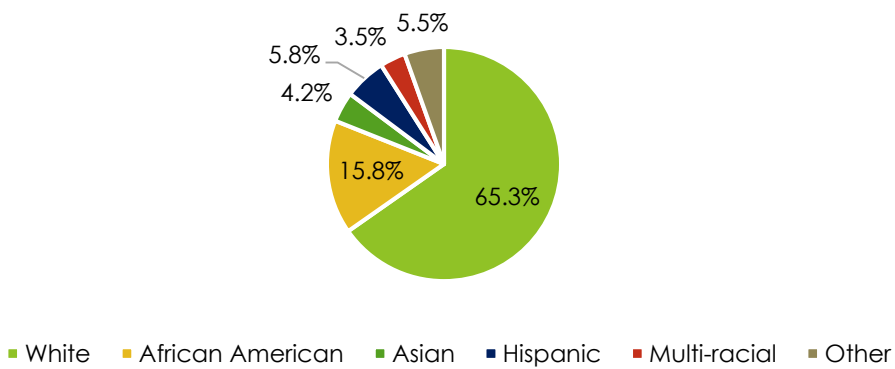
PROFESSIONAL DEVELOPMENT

Self-report Demographics of Training Participants in 2016 from Evaluation Data

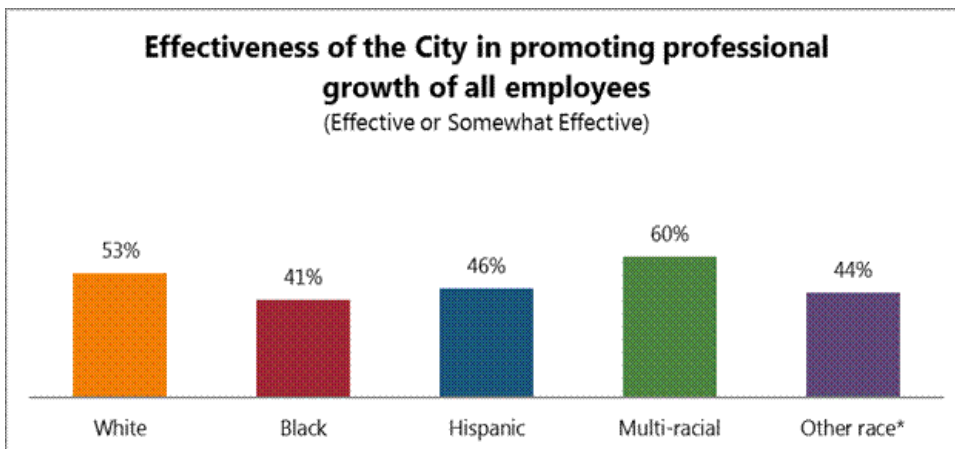


Conversely, participation in the Women’s Leadership Series by women of color is considerably higher than representation in employee demographics.

Self-report Demographics of Training Participants in 2017 Women's Leadership Series



The MAC survey also contains data related to the perception of the City’s effectiveness at promoting the professional growth of all employees:

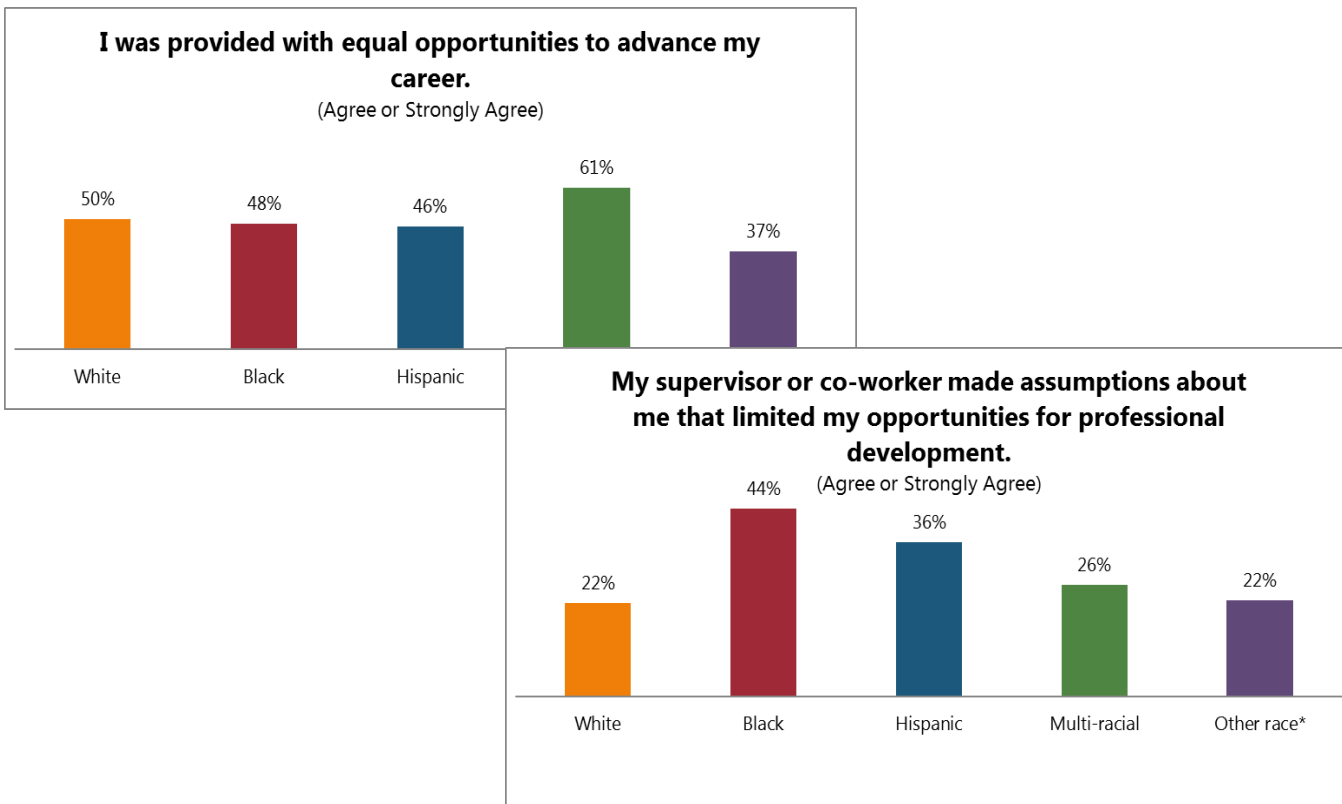


Leadership Development Participation

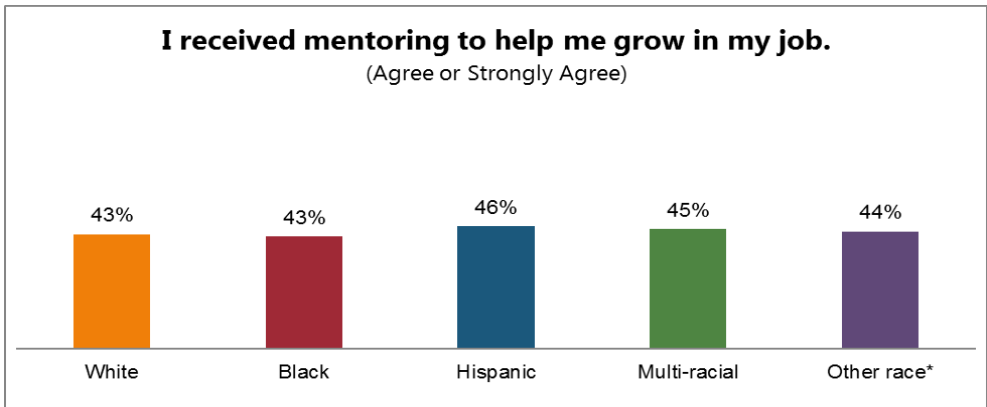
Annually, program participation is as follows:

Program	Cohort Size	Days	Times/Year
Leadership Development Program	~25	5+	2
Leadership Development Conference	~120	1	1
Supervisor Development Conference	~25	13+	1
Women's Leadership Series	~85	5	1

While MAC data shows that employees self-report feeling they have had roughly equal opportunities to advance in their career, employees who were black or Hispanic have considerably higher likelihood that they feel their supervisor or a coworker made assumptions about them that limited their own opportunities for professional development.



Further, MAC Data demonstrates that employees across racial/ethnic groups have report similarly low availability of job mentoring:



However, representation of people of color and women in leadership positions remains low, with Department Head racial/ethnic representation decreasing from 21% to approximately 4% in 2016, and the representation of women dropping from 17% to 13%.

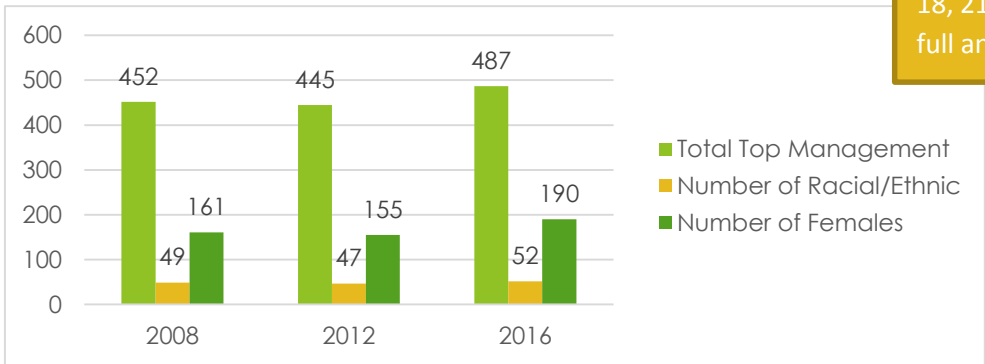
Department Head Racial/Ethnic and Gender Representation 2008-2016

Year	Employees	Racial/Ethnic	Perc R/E	Women	Perc Women
2008	24	5	20.83%	4	16.67%
2012	25	2	8.00%	3	12.00%
2016	24	1	4.17%	3	12.50%

Conversely, while race and ethnicity diversity in all “Top Management” positions in the City have remained consistent at around 9%, significantly lower than the workforce demographics overall, the percentage of women in top leadership positions increased from 2012 to 2016. In 2012, representation of women was approximately 35%, and increased to approximately 39% in 2016. This is higher than representation in the larger workforce by approximately 9%. The total number of employees in top management as well as the number of people of color and women for 2008, 2012, and 2016 are included in the chart below.

For consistency purposes, “Top Management” includes the same compensation groups and ranges as previous DCR reports, including all of compensation groups 12, 14, 18, 21, 23, and 44, for permanent full and part time positions.

Top Management racial/ethnic and gender representation 2008-2016



*Data on overall hiring rates by gender and race/ethnicity, are included in the Hiring section.

Appendix 1 - Racial Equity and Social Justice Best Practices

RESJI Mission: Establish racial equity and social justice as core principles in all decisions, policies and functions of the City of Madison.

RESJI Priority Areas: 1. Equity in City Operations; 2. Equity in City Budgets and Policies; 3. Equity in the Community

BEST PRACTICES

► **Identify groups and individuals** most likely to be impacted by the decision, policy, program, practice or budget. Find ways to involve them in the analysis. City Departments should include their assigned RESJI Staff, Civil Rights Coordinator, Multicultural Affairs Committee Member, Women’s Initiative’s Committee Member, NRT Staff, and Latino Community Engagement Team Member.

► **Conduct** the analysis in the way that works best for the policy being analyzed and those affected. Some examples include: facilitated, full-group discussion; one-on-one conversations; or small group meetings

► **Create accountability** by sharing the analysis widely with stakeholders, decision makers and the public. Be clear about how the process occurred, including who asked for the analysis, who participated, and identified missing elements such as data or stakeholder input.

► This is not a prescriptive or linear process. **Adapt** it to your needs and reach out for technical assistance as needed. See information in Step 2 about technical assistance.

EQUITY

is just and fair inclusion into a society in which all (people) can participate, prosper, and reach their full potential.

POLICYLINK

RACIAL EQUITY AND SOCIAL JUSTICE TOOL

Is:	Is NOT:
A systematic examination of likely impacts of decisions, policies, programs, practices and budgets on racial and ethnic groups or low-income populations	The “answer”
Used to minimize adverse consequences, prevent institutional racism and identify new options to remedy existing inequities	To be used for political or professional gain
An intentional pause	To stop a process or slow it down beyond recognition
Best used early in the process	Only applicable at the beginning- can be used to evaluate ongoing issues or programs
To be conducted with a variety of perspectives and stakeholders whenever possible	The only way to engage stakeholders
A way to ensure racial equity impacts are at the core of decision making	Not to be used in place of other processes that are in place such as a fiscal analysis or a public safety analysis
A way to raise the voice of traditionally marginalized communities	A way to create token representation in decisions
A way to raise awareness of racial and social justice issues in the community	A guarantee that decision makers will follow the recommendations
An authentic, focused and intentional effort to consider the recommendations that come out of the analysis – transformational change	A “check box” activity that does not consider creative ways to implement the recommendations – transactional change

Appendix 2 – City Demographics

City of Madison
Inter-Departmental Memo

To: Brad Wirtz, Human Resources Director
 From: Erin Stenson, Employee Development and Organizational Effectiveness Manager
 Subject: Workforce Demographic Information
 Date: August 3, 2016

Please consider this response to the request for long term demographic information of City employees. The data necessary to provide this type of report has not been systematically retained by the City, but rather has been summarized in a variety of reports both generated by the City’s HRIS system, the Department of Civil Rights, and the Department of Human Resources. Further, data from each year represents a snapshot in time, which would result in minor fluctuations in numbers and percentages from pay period to pay period. The consistency of the data over time suggests that these fluctuations likely create very little impact on the accuracy of workforce demographic percentages.

A recommendation coming out of this request is development of a systematic approach to gathering and reporting data by both agencies. While Human Resources’ primary focus has been on data related to improving diversity in hiring, that data does not give an adequate summary of long term trends nor provide foundation for modifications to systems outside of the hiring process in Human Resources. It is recommended that the Department of Civil Rights and Human Resources create a coordinated approach to this effort.

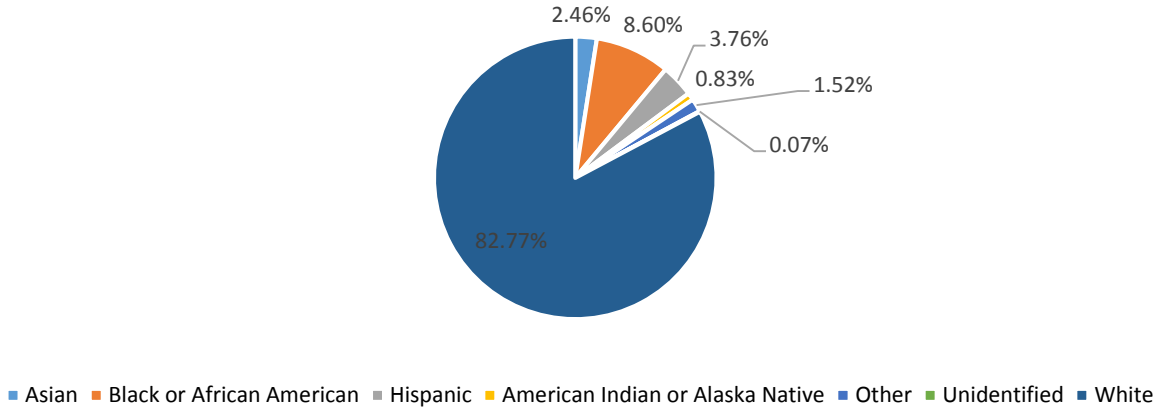
2016 RACE/ETHNICITY/GENDER OF PERMANENT EMPLOYEES

In order to provide a more complete picture of workforce demographics, the following chart separates the data by race/ethnicity and gender. The City has a current permanent workforce, not including elected officials, of approximately 2768. Of that workforce, approximately 17.23% are people of color, and approximately 29.48% are women. Historical data which separates information by specific racial ethnic groups can be found in various reports maintained by the Department of Civil Rights.

	Asian	Black or African American	Hispanic	American Indian or Alaska Native	Other	Unidentified	White	Total
Women	16	62	23	5	15	0	695	816
Men	52	176	81	18	27	2	1596	1952
Total Permanent Employees	68	238	104	23	42	2	2291	2768

Percentage of total permanent employees by race/ethnicity is included in the following chart.

Total Permanent Employees



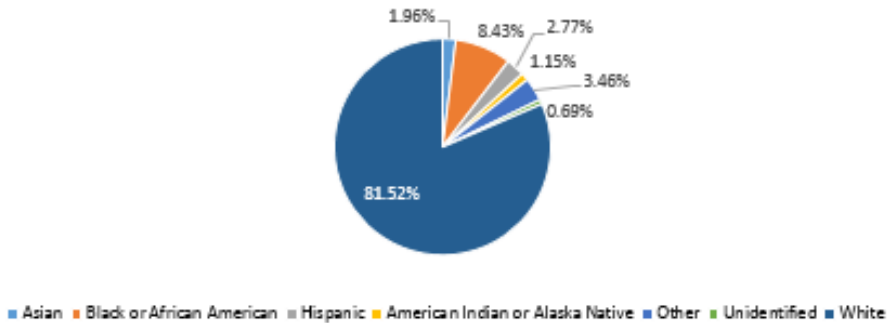
The City also maintains a significant number of hourly/limited term employees in a variety of capacities. There are currently approximately 866 employees categorized as active hourly/limited term employees with a representation of people of color of 18.48% and 40.99% women. The following table summarizes the number of hourly/limited term employees separated by race/ethnicity and gender.

Gender	Asian	Black or African American	Hispanic	American Indian or Alaska Native	Other	Unidentified	White	Total
Women	9	23	7	3	12	1	300	355
Men	8	50	17	7	18	5	406	511
Total Hourly/LT Employees	17	73	24	10	30	6	706	866

Percentage of total hourly/limited term employees by race/ethnicity is included in the following chart.

Percentage of total hourly/limited term employees by race/ethnicity is included in the following chart.

Total Hourly/Limited Term Employees



1980-2016 RACE/ETHNICITY/GENDER OF PERMANENT EMPLOYEES

Compilation of race/ethnicity and gender data of permanent employees shows a consistently growing representation of people of color in the City’s workforce since 1980. While none of the data contained demographic information for 1982, reports and compilations were prepared in various forms for subsequent years.

This data shows a consistently growing workforce, with an increasing percentage of people of color nearly every year thereafter. While women saw similarly increasing representation through 2006, subsequent years show a steadily declining percentage of women in the City’s workforce. Further analysis of the data may be able to show the cause of this trend, but one potential area for further study may be the increasing representation of men in administrative/clerical positions, without a similar increase of women in positions with traditionally low representation of women. Another potential area of study would be the type of new positions added annually and their market representation rates.

Year	Perm Ees	Racial/Ethnic	Perc R/E	Women	Perc Women
1981	1857	110	5.92%	497	26.76%
1982	n/a	n/a	n/a	n/a	n/a
1983	1820	110	6.04%	497	27.31%
1984	1773	115	6.49%	494	27.86%
1985	2077	125	6.02%	552	26.58%
1986	2053	139	6.77%	542	26.40%
1987	2119	153	7.22%	570	26.90%
1988	2114	166	7.85%	580	27.44%
1989	2136	180	8.43%	618	28.93%
1990	2158	193	8.94%	643	29.80%
1991	2238	215	9.61%	685	30.61%
1992	2252	217	9.64%	702	31.17%
1993	2249	227	10.09%	715	31.79%
1994	2294	248	10.81%	723	31.52%
1995	2320	264	11.38%	735	31.68%
1996	2369	286	12.07%	767	32.38%
1997	2438	289	11.85%	801	32.85%
1998	2492	304	12.20%	829	33.27%
1999	2574	336	13.05%	860	33.41%
2000	2549	333	13.06%	849	33.31%
2001	2565	333	12.98%	864	33.68%
2002	2602	350	13.45%	879	33.78%
2003	2645	365	13.80%	889	33.61%
2004	2661	375	14.09%	898	33.75%
2005	2657	373	14.04%	892	33.57%
2006	2635	379	14.38%	902	34.23%
2007	2661	383	14.39%	908	34.12%

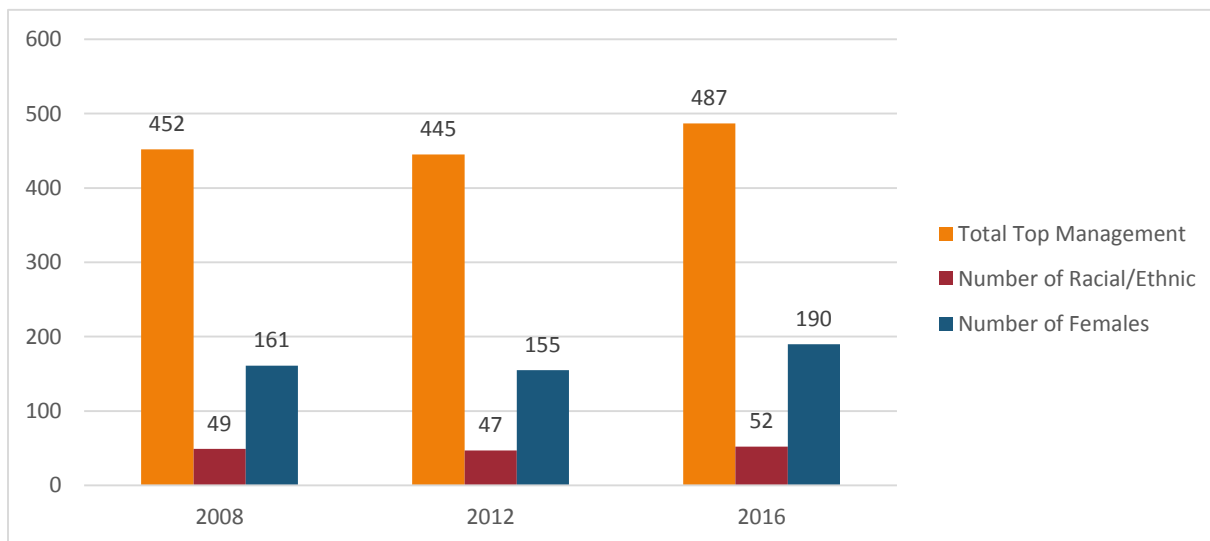
Year	Perm Ees	Racial/Ethnic	Perc R/E	Women	Perc Women
2008	2712	393	14.49%	887	32.71%
2009	2717	394	14.50%	866	31.87%
2010	2767	417	15.07%	865	31.26%
2011	2728	410	15.03%	857	31.41%
2012	2701	410	15.18%	837	31.0%
2013	2693	435	16.15%	811	30.12%
2014	2715	441	16.24%	807	29.72%
2015	2778	461	16.59%	819	29.48%
2016	2768	477	17.23%	816	29.48%

Compiled and revised 1989-2016. It should be noted that data was recovered from a variety of sources, including but not limited to affirmative action reports, HRIS reports, Top Management Reports. The systems utilized by the City only have capability of capturing a snapshot in time and reports do not include vacant positions. At times, compilation required selection between slightly different data for the same time period.

2008-2016 RACE/ETHNICITY/GENDER OF “TOP MANAGEMENT” POSITIONS

Given the increase in representation of women and people of color in the workforce and subsequent reduction of representation of women since approximately 2006, it would be anticipated to see correlating increases in representation in “Top Management” or decision making positions. “Top Management” positions were defined in a 2008 report completed by DCR, and were consistent with the 2012 DCR report entitled “Representation and Salaries of Women, Racial/Ethnic Minorities and People with Disabilities within the City of Madison’s Top Management Positions.”

For consistency purposes, this summary includes the same compensation groups and ranges as previous reports, including all of compensation groups 12, 14, 18, 21, 23, and 44, for permanent full and part time positions. The total number of employees in top management as well as the number of people of color and women for 2008, 2012, and 2016 are included in the chart below.



The totals from the above chart and their respective compensation groups are included in the table below, and show that people of color have not seen a significant increase in percentage of representation over the course of eight years (10.5%-10.9%%). It should be noted that there is an opportunity to further differentiate upper level management from professional/supervisory positions to understand more clearly shifts in representation even amongst these compensation groups.

The representation of women in top management positions increased between 2012 and 2016, after an initial decline from 2008 to 2012. Further, this increase in representation of women is not mirrored by an increase in the overall representation of women in the workforce during the same time period, nor by an increase in representation of women in Department Head positions during that time period. Rather, Department Head positions (compensation group 21), has seen a decrease in representation of women and racial/ethnic percentages from 2008 to 2016.

Year	CG	Employees	Num R/E	Perc R/E	Women	Perc Women
2016	CG 21	24	1	4.17%	3	12.50%
2016	CG 23	15	2	13.33%	9	60.00%
2016	CG 12	36	4	11.11%	11	30.56%
2016	CG 14	10	3	30.00%	2	20.00%
2016	CG 18	355	38	10.70%	151	42.54%
2016	CG 44	47	4	8.51%	14	29.79%
2016	All Emps	487	52	10.68%	190	39.01%
2012	CG 21	25	2	8.00%	3	12.00%
2012	CG 23	14	2	14.29%	8	57.14%
2012	CG 12	34	6	17.65%	10	29.41%
2012	CG 14	10	2	20.00%	1	10.00%
2012	CG 18	315	32	10.16%	120	38.10%
2012	CG 44	47	3	6.38%	13	27.66%
2012	All Emps	445	47	10.56%	155	34.83%
2008	CG 21	24	5	20.83%	4	16.67%
2008	CG 23	13	1	7.69%	6	46.15%
2008	CG 12	31	6	19.35%	10	32.26%
2008	CG 14	9	2	22.22%	0	0.00%
2008	CG 18	329	32	9.73%	130	39.51%
2008	CG 44	46	3	6.52%	11	23.91%
2008	All Emps	452	49	10.84%	161	35.62%

CONCLUSION AND RECOMMENDATIONS

Workforce demographic information and long term trends can be effective tools in understanding and managing workforce diversity and inclusion. As such, I would recommend all of the following as appropriate next steps:

- Creation of a Diversity and Inclusion Specialist position to provide staff for necessary workforce analysis and improvements, as well as assistance in recruiting diverse applicants.
- Further analysis of the barriers for increasing racial/ethnic representation in top management.

- Further analysis of the potential reason for decline of representation of women in the workforce and simultaneous increase of women in top management positions.
- Focus on strategies for increasing representation of both groups in Department Head positions.
- Collaborative efforts between HR and DCR to more consistently capture and report workforce demographic information.

Appendix 3: Recruitment Time Memo

TO: Brad Wirtz
FROM: Mike Lipski
HR Services Manager
DATE: May 9, 2016
SUBJECT: Recruitment Time

You asked me to review the length of time it takes the City to fill a position. I ran a report in NEOGOV called the Requisition Life Cycle Report, which shows the steps of a requisition from the time it is created through the time the person actually starts the new position. It breaks the process down into the following categories:

- Date Requisition is Created
- Date the Position is Posted in NEOGOV
- Date the Posting closes
- Date Candidates are placed on eligible list
- Date Candidates are referred to department
- Date a candidate is offered the position
- Start date of candidate

The report also tracks the number of days between each of these events. I ran this report for all requisitions created in 2015 and eliminated the hourly ones and other unusual ones that don't necessarily follow the normal recruitment process. When looking at the numbers, the following information should be considered:

- The days between the Date Requisition is Created and the Date the Position is Posted in NEOGOV include multiple stops. First, the hiring agency creates the requisition, but may not release it immediately. Second, the requisition may go through a number of approvals. At a minimum, it must be routed through Finance for approval. Certain agencies also require an internal approval. Third, once HR gets the requisition, I have to secure Mayor's Office approval to fill the position. Finally, once the requisition is assigned to an HR Analyst, the posting must be drafted and routed through me and the hiring agency for approval. So at this stage, a number of people in various agencies touch the process.
- During the days between the Date the Position is Posted in NEOGOV and the Date Candidates are Referred, the process is generally controlled by HR. One exception would be a process in which supplemental questions are scored and reviewed by an SME panel. In this case, the hiring agency is responsible for helping draft benchmarks and naming the panel. This could delay the process if the hiring agency is not prepared in advance.
- The days between the Date Candidates are Referred and the Start Date, the process is generally controlled by the hiring agency.
- Certain time frames are built into the process by the Personnel Rules. For example, a position will be posted for a minimum of 5 working days. Candidates must be given at least 5 working days to respond to an exam and must be given 5 working days to respond to a request for interview. These times all add to the overall length of the process.

Time Period	Average Number of Days
Requisition Created to Position Posted	16.98
Position Posted to Posting Closes	16.51
Posting Closes to Date Candidates are placed on Eligible List	16.46
Date Candidates on Eligible List to Date Candidates Referred	1.74
Date Candidates Referred to Date of Job Offer	25.62
Date of Job Offer until Start Date	16.01
Total Days	93.33
Days between Date of Posting and Candidate referral to Agency (Time in HR)	34.71
Days between Candidate Referral and Candidate Start Date (Time in Agency)	41.64

The shortest recruitment was to fill 2 Assistant Parks Superintendents through an internal Department-only posting, at 19 days. The shortest external recruitment was for a Payroll Accountant (Accountant 1), at 49 days. I also ran a similar analysis breaking out high-level Managerial positions and other professional recruitments. The numbers are as follows:

Time Period	Average Number of Days- Managerial	Average Number of Days- Professional
Requisition Created to Position Posted	12.44	16.96
Position Posted to Posting Closes	28.11	22.70
Posting Closes to Date Candidates are placed on Eligible List	11.44	17.30
Date Candidates on Eligible List to Date Candidates Referred	0.44	0.22
Date Candidates Referred to Date of Job Offer	35.67	36.44
Date of Job Offer until Start Date	19.78	23.26
Total Days	107.89	116.89
Days between Date of Posting and Candidate referral to Agency (Time in HR)	40.00	40.22
Days between Candidate Referral and Candidate Start Date (Time in Agency)	55.44	59.70

It is not unexpected that it would take longer to recruit for a high-level manager or professional position. Both types of positions generally have a longer posting period in order to recruit a number of qualified candidates. Both types of positions normally include supplemental questions which are graded by a panel of Subject Matter Experts, a process that takes longer than just administering a multiple choice exam. Both types of positions normally include at least 2 rounds of interviews. Finally, candidates who accept this type of position typically provide greater than 2 weeks notice to leave their current job, adding to the total length of time before starting.

Appendix 4: Red Flag Process Step-by-Step

<u>What Action Needed?</u>		<u>When?</u>
HR liaison should be trained to correctly identify job family code and assign requisition as underrepresented		Regularly before recruitment
Job family data will be updated for each agency		Twice annually
Funds will be allocated for advertising of foreseeable vacancies which may be underrepresented		When planning budget
A requisition is created		To begin a recruitment
A memorandum is issued to the hiring authority to alert the selecting official that an opportunity is available to increase the representation for an affirmative action group member. This notification should occur within one week of a requisition being created for all requisitions with no prior eligibility list.		Before the position is opened for recruitment
DCR must approve type of posting for internal recruitments if the position is underrepresented. Once approved, the DCR Director will inform the HR Services Manager, who will release the posting for recruitment. If the DCR Director and agency cannot reach agreement, the HR Director makes the final determination in accordance with the Personnel Rules and Madison General Ordinances.		Before the position is opened for recruitment AND if recruitment is internal to department
The position must be advertised to target qualified applicants in underrepresented categories using the Affirmative Action referral list. HR may recommend that agencies pay for other targeted ads.		Advertisement for the position
A ranked list of qualified candidates is generated. Correct errors in the requisition if the job category listed is incorrect.		Creation of the referral list
If no candidates in the underrepresented categories are referred, the red-flag process no longer applies.	If candidates in the underrepresented categories are referred, the position is now RED-FLAGGED.	

What Action Needed?	When?
Hiring managers are notified that the position is red-flagged or not.	After referral, when a position is underrepresented
Hiring managers should review "A Manager's Guide to Interviews and Background Checks"	When a position is red-flagged
<p>Interview panels must be diverse. AA Manager shall develop a referral list of interview panelists if necessary for diverse panels.</p> <p>Interview panels must also receive notification if a position is red-flagged prior to interviews, including a copy of "The Red-Flag Process: A Guide to Interviewing" and full application materials of all referred candidates.</p>	Interview panel(s) are identified
Interview questions with objective benchmarks will be developed	Before interviews are conducted
Interviews will be conducted	Interviews conducted
Contact DCR to discuss top candidate(s).	
<p>If people in the underrepresented categories are top candidates, DCR will concur with hire</p>	<p>If people in the underrepresented categories are not top candidates, DCR will ask for more information regarding the objective qualifications of the candidates. DCR may recommend modifications to the hiring process if potential for discrimination exists.</p>
Offers job to candidates	
After DCR approves hire	

Appendix 5 – Onboarding Report

City of Madison Employee Onboarding Report

This form is to be used to document and discuss the previous three months of performance in a position with the City of Madison, within the first year of service. It is important to ensure that supervisors include objective observations of the employee’s performance and obtain feedback from the employee/other staff/leadworkers, as necessary to ensure accuracy of the report.

NAME OF EMPLOYEE	DEPARTMENT REPORT
SUPERVISOR REPORTING	ADDITIONAL INFO PROVIDED BY

To be completed prior to meeting with the employee:

I. Supervision/Dependability

Does the employee accept direction and feedback well?

Is the employee punctual, and do they follow all necessary work rules?

Does the employee demonstrate initiative in identifying ways to best meet the needs of the organization and public?

Does the employee meet expected deadlines and expectations related to quantity and quality of work?

Include any additional supervisory comments or concerns related to the employee’s job performance.

II. Relationships

Has the supervisor provided an “onboarding support” to assist the employee in feeling welcome in the organization? If no, please include onboarding support name and contact information.

Is the employee interacting with other employees and external customers with respect and courtesy, and in accordance with the organizational values?

Are there any supervisory concerns related to the employee or agency's multicultural awareness?

III. Overall Performance

Provide two to three examples that are demonstrative of the employee's job performance.

Does the employee ask questions or for assistance where appropriate?

Does the employee demonstrate adequate understanding of the agency's vision and values?

To be completed with the employee:

IV. Expectations/Support:

Does the employee understand all core responsibilities listed on the position description?

Does the employee feel comfortable giving feedback and communicating their needs with the appropriate supervisory staff?

Does the employee feel comfortable with their ability to perform all key responsibilities?

Describe tools and trainings to be used to better develop the core competencies for the position.

Does the supervisor feel the employee is developing at an appropriate rate? Describe tools and trainings to be used to better develop the core competencies for the position.

Are there any changes the supervisor could make to better understand what the employee needs to be engaged in their work?

Does the employee feel welcome in the organization?

Does the employee feel adequately supported in carrying out their responsibilities? Has the supervisor communicated the vision and values?

To be completed by the supervisor:

V. Summary

If this were a final probationary report, would the employee meet expectations? Describe tools and trainings to be used to better develop the employee, or specific areas the employee should focus on developing over the next three months.

Overall assessment of the employee in the previous three months:

Exceeds Expectations On Track Does Not Meet Expectations

This form should be used to report the employee's performance and acclimation into the work unit at three month intervals, during the first 6 to 12 months of employment. It is a guide for the supervisor and employee to have an interactive discussion regarding any concerns or issues identified during the onboarding period. Indicate whether this is an initial or final report.

Initial Final

The City maintains the right to extend a probation or trial period, and to terminate the employee at any time during a probation period. In the case of a trial period, an employee or employer may elect for the employee to return to the previous position.

If this is the final report, please indicate the employee's status:

Pass Extend Release from Service

Length of
Extension:

(Max. 12
months)

I _____ (employee's name), certify that I have discussed this report with my supervisor.

EMPLOYEE SIGNATURE	SUPERVISOR SIGNATURE
DEPARTMENT HEAD SIGNATURE	DATE

Appendix 6 – APM 3-5

**FROM THE OFFICE OF THE MAYOR ADMINISTRATIVE PROCEDURE
MEMORANDUM NO. 3-5
SUBJECT: PROHIBITED HARASSMENT AND/OR DISCRIMINATION POLICY**

The City of Madison is committed to providing equal employment opportunities for all persons and to providing a work environment free from harassment and discrimination. The goal is to achieve and maintain a respectful and welcoming workplace for all members of the community. To that end, this policy will be liberally construed and strictly enforced so as to achieve these goals. Harassment, discrimination and retaliation are prohibited conduct and violations of this policy will not be tolerated.

This policy applies to the delivery of City services/goods and to the official interactions of City employees with other members of our community. This policy also applies to conduct that occurs at the workplace and at any location that can be reasonably regarded as an extension of the workplace.

Managerial and supervisory employees are expected to serve as role models and to demonstrate their commitment to this policy in their everyday conduct. Any such employee who fails to take appropriate action upon observing an act prohibited by this policy, or who fails to take appropriate action upon receiving a complaint of a violation of this policy, is guilty of misconduct. Managerial employees are required to promptly notify their Department/Division Head, in writing, of all instances of known, observed and/or reported discrimination, harassment and/or retaliation.

All employees are required to cooperate fully with any investigation into alleged violations of this APM. Although a pattern of conduct is usually required for purposes of civil liability, the City does not condone any act of harassment, discrimination or retaliation. Engaging in any such prohibited conduct could result in disciplinary action being taken against the offender, up to and including discharge from City employment.

Definitions

“Complainant” is any person that reports a violation of or who files a complaint under this policy.

“Discrimination” occurs when any employment decision that affects the terms or conditions of employment, such as recruitment/hiring, lay-offs/firings, pay, promotions/demotions, training, transfers/assignments, or leave/benefits is motivated, at least in part, by the employee’s membership in a protected class.

“Harassment” includes verbal abuse, epithets, and vulgar or derogatory language, display of offensive cartoons or materials, mimicry, lewd or offensive gestures and telling of offensive jokes motivated by a person’s membership in a protected class. The behavior can be any of the three following subcategories: “**quid pro quo**” the request for sexual favors in exchange for some other favorable employment action or in exchange for the promise to refrain from taking negative employment action; “**hostile environment**” coworker to coworker behavior composed of abusive and degrading conduct directed against a protected class member that is sufficient to interfere with their work or create an offensive and hostile work environment, and finally, “**respondeat superior**” which occurs whenever a Department/Division Head, manager or supervisor, engages in any act of harassment. Harassment becomes a violation of this policy whenever an employee engages in any of the activities described above or in any similar behavior based upon a person’s membership in a protected class.

“Protected Class” means a person’s race, sex (gender), religion, creed, color, age, disability/handicap, marital status, HIV status, source of income, familial status, ancestry or national origin, sexual orientation, arrest record, conviction record, current or past military service, less than honorable discharge, use or non-use of lawful products off the employer’s premises during non-work hours (notwithstanding the exceptions noted in Sec. 111.35, Wis. Stats.), physical appearance, political beliefs, or the fact that a person is a student.

“Respondent” is any person alleged to have violated this policy.

“Retaliation” is any adverse employment action and/or any adverse action to include any act of revenge, reprisal, intimidation or coercion directed at an employee and motivated by the belief that the employee has either opposed a violation of this policy, has filed a complaint under this policy, has participated in an investigation of a complaint filed under this policy, or has exercised any other right under this policy. “Sexual Harassment” is one type of harassment and includes unwelcome sexual advances, unwelcome physical contact of a sexual nature or unwelcome verbal or physical conduct of a sexual nature. Unwelcome verbal or physical conduct of a sexual nature includes, but is not limited to: the repeated making of unsolicited, inappropriate gestures or comments; the display of sexually graphic materials not necessary for work purposes; preferential treatment or the promise of preferential treatment in return for submitting to or engaging in sexual conduct; or repeatedly asking someone for a date after having been turned down. Such conduct is considered a violation of this policy when:

1. Submission to such conduct is made openly or by implication a term or condition of an individual’s employment; or
2. Submission to or the rejection of such conduct by an individual is used as a basis for employment decisions affecting that person; or
3. Such conduct is patently offensive and unreasonably interferes with the individual’s work performance or creates an intimidating, hostile or offensive work environment.

Reports and Investigations of Alleged Violations

1. Confidentiality Protected: A high degree of confidentiality is necessary to foster effective resolutions to complaints filed under this policy. Wherever possible, complaints are to be maintained and processed in a manner that can protect confidentiality of all parties within the boundaries of federal, state and local laws. These prohibitions shall not apply to communications between a City employee and their chosen representative/personal attorney.

Investigators shall maintain their notes and reports in a confidential manner that restricts access to individuals who have an official reason for accessing those materials. Upon completion of an investigation, the Investigators will forward their records to the Department of Civil Rights for storage in accordance with the City’s records retention policies; unless the complaint is against the Department of Civil Rights, in which case the records will be forwarded to the Human Resources Department.

2. Right to File a Complaint: All City employees are strongly encouraged to report any violations of this policy. No employment or disciplinary action will be taken against any employee who makes a good faith complaint even if the investigation fails to substantiate any or all allegations of the complaint. Employees who are witness to a violation of this policy have standing to file a complaint. At their option, employees may file their complaints with any of the following:

- a. Their supervisor;
- b. Their Department/Division Head
- c. The Department of Civil Rights
- d. The Mayor’s Office, if the complaint relates to the conduct of a Department/Division Head or a Mayoral Staff person.

No person may require the employee to file a complaint with him or her nor may they prohibit an employee from filing their complaint with any other person. No employee shall be discouraged from filing a complaint under this policy. A copy of each written complaint must be forwarded to the Department of Civil Rights as soon as is reasonably practicable after it has been made. No employee may file a complaint in bad faith and without a reasonable basis to support the allegations contained in their complaint.

3. Form of Complaint: Complaints may be made orally or in writing. The recipient of an oral complaint shall reduce the allegations to writing. The Department of Civil Rights shall create and distribute a complaint form to facilitate the recording of complaints and to promote the uniformity of information gathered in response to such reports. The form shall also capture the resolution to the matter which the complaining employee requests. If the complaint implicates both this policy and other City policies/procedures, the relevant agencies will work together to investigate and resolve the matter. A copy of the complaint shall be forwarded to the appropriate Department/Division Head, the City Attorney, the Department of Civil Rights Director and, if the complaint relates to the conduct of a Department/Division

Head or a Mayoral Staff person, the Mayor. A copy of the complaint form is attached to this policy (see Attachment 1).

4. Employee Safety Assessment: If a complaint raises serious questions regarding the safety of any employee, the Department/Division Head shall assess the need to relocate the alleged offender or to take other measures to provide for a safe and secure workplace environment. The complainant should be reassigned only as a last resort temporary measure that should be undertaken only after consultation with the City Attorney, the Human Resources Director and the Department of Civil Rights.

5. Offer of EAP: Any employee involved in an investigation should be notified of the availability of confidential assistance, counseling and referral through the City's Employee Assistance Program.

6. Investigation of Complaints: Department/Division Heads shall appoint a competent neutral member of their management team to conduct an immediate investigation into alleged violations of this policy. The Department of Civil Rights Director shall appoint a member of his/her staff to coordinate the investigation. Investigations of complaints filed under this policy must be given the highest priority. Such investigations should be promptly initiated and swiftly completed.

If, assuming all the allegations in a complaint are true, the complaint fails to state a basis upon which to believe a violation of this policy has occurred, the Department of Civil Rights Director, at his/her discretion, may refer the complaint to such other agency as he/she deems appropriate.

7. Mayor to Appoint Investigator for Complaints Against Department/Division Heads/Mayoral Staff: The Mayor shall be responsible for appointing an investigator for any complaint made that a Department/Division Head or mayoral staff member has violated the provisions of this policy. The Mayor may even contract with a non-city employee to conduct the investigation. The Mayor shall be responsible for developing any corrective action plan and may consult with whomever (s)he desires in that process.

8. Complaints Regarding the Conduct of Elected Officials: Elected officials of the City of Madison are obligated to abide by the requirements of this policy. City government has limited or no effective means of disciplining its elected officials for violations of this policy. The most effective remedies for such violations are those belonging to the electorate - i.e. the power of the ballot box. However, the City has a legal obligation to investigate any allegations of such violations by its elected officials. Persons having such complaints should file them using the procedures set forth in this policy. Any person receiving a report or a complaint alleging a violation of this policy by an elected official shall forward such information to the Department of Civil Rights Director, the Human Resources Director and the City Attorney who shall then jointly conduct a prompt, thorough and fair investigation into such allegations. The elected official being investigated shall receive the Notice of Investigation as set forth below. The Department of Civil Rights Director, the Human Resources Director and the City Attorney shall, upon completion of their investigation, issue a public report in compliance with sec. 19.356, Wis. Stats., redacting such information as necessary to protect the identity of the complainant and the cooperating witnesses.

9. Notice of Investigation: The Department/Division Head (or the Mayor under Para. 7) shall provide each respondent with notification that a complaint has been filed. Such person shall be provided a copy of the complaint unless doing so would present a danger of physical harm to the complainant or would present a substantial risk of impeding the investigation. The respondent shall also be reminded that such investigations are confidential and that retaliation is prohibited. The respondent shall be further advised that the complaint contains only allegations and that an investigation is being commenced to determine whether any violations occurred. A copy of the Notice of Investigation is attached to this policy (see Attachment 2).

10. Withdrawal of a Complaint: A complainant may withdraw their complaint at any time. However, before the City will allow such a person to withdraw their complaint, the investigators must first determine that there is no probable cause to believe that a violation of this policy has occurred and that the complainant's desire to withdraw the complaint is not motivated by a fear of retaliation or is the result of actual retaliation. The appropriate Department Head and the Department of Civil Rights Director shall jointly determine whether to discontinue the investigation. In the case of a complaint against a Department/Division Head/Mayoral Staff Member, such determination shall be made by the Mayor.

11. Final Investigative Report: The Investigator(s) shall prepare a final report which details the allegations made, the investigative measures undertaken, a summary of witness statements and the investigators' findings and conclusions. The investigators may consult with the City Attorney and the Department of Civil Rights Director in preparing this report. The emphasis of this report shall be upon determining what actually happened and whether any allegations of the complaint are sustained. This report shall not make any recommendations for discipline nor for corrective action. This report is due to the Department/Division Head within 15 days of the close of the investigation. The Department/Division Head shall determine whether to accept the report or to order additional investigation. A copy of this report shall be forwarded to the City Attorney and the Department of Civil Rights Director who may have 15 days to provide comment and review.

If the investigation involves allegations against a Department/Division Head, or a mayoral staff member, the report will be forwarded to the Mayor. A copy of this report shall be forwarded to the City Attorney and the Department of Civil Rights Director who has 15 days to provide comment and review.

12. Corrective Action Plan: Within 10 days of the receipt of the Final Investigative Report the Department/Division Head shall develop a Corrective Action Plan, in consultation with the Department of Civil Rights, the Human Resources Department and the City Attorney's Office, that addresses the proper courses of action to be undertaken for any sustained allegations of a complaint. The Corrective Action Plan shall encompass steps the Department/Division Head feels are necessary to correct and/or prevent future violations of this policy. These plans may include a requirement of mediation between the Complainant and the Respondent or any other individual(s). Copies of the final plan should be provided to the Department of Civil Rights Director, the Human Resources Director and the City Attorney. Final responsibility for disciplinary action resides with the Department or Division Head. If the investigation involves allegations against a Department/Division Head or Mayoral Staff Member the Mayor will prepare a Corrective Action Plan.

13. Follow Up Contact: The Complainant and the Respondent shall be notified of the results of the investigation by the Department of Civil Rights employee responsible for coordinating the investigation. Such notification shall be made as soon as practical after the final investigative report has been approved or as soon as practical after the Corrective Action Plan has been implemented, whichever event occurs last. If any allegations of a complaint are sustained, the employee's Department/Division Head should periodically make contact with the Complainant and affected employees to determine whether any employee has been the subject of any retaliation and whether the prohibited conduct has ceased.

Training Responsibilities

1. Obligations of Department/Division Heads: Department/Division Heads must take affirmative steps to ensure equal employment opportunities for all City employees. While such affirmative management will take many forms, the following steps are required:

- A. Accept and announce responsibility for equal employment opportunities for employees of her/his department, division or work unit. Announce that all reported incidents of discrimination will be fully investigated and that proven violations will be met with appropriate sanctions, including, if indicated, disciplinary actions up to and including discharge.
- B. Circulate this memorandum to all employees, at least once a year and review this policy with all lead-workers, supervisors and managers at least once each year. Ensure that, at the earliest date that training is available, arrangements are made for current, newly appointed or temporary supervisory personnel to attend City of Madison training on Conducting Employee Misconduct Investigations.
- C. Cooperate with the Department of Civil Rights, the City Attorney's Office and the Human Resources Department in the development and implementation of necessary orientation, training and education programs aimed at defining and preventing violations of this policy. Ensure that all employees receive this training as part of their new employee orientation training and at reasonable intervals throughout their careers with the City.

2. Obligations of the Department of Civil Rights: the Department of Civil Rights is the lead administrative unit for promoting the protections guaranteed under this policy. Its representatives function

as a resource tool for all City employees, including managers and supervisors. The Department shall develop and provide training and education programs for all employees, including specialized training for supervisors, to help promote this policy and the goals embodied therein.

Paul R. Soglin

Mayor

APM No. 3-5

February 28, 2012

Original APM dated 8/30/1996

(Revised 10/17/2000, 9/25/2005)

Appendix 7 – Summary-Professional Development Findings

Racial Equity Analysis of HR Training and Development Programs

As part of the 2016 HR work plan, the EDOE Unit was asked to do a racial equity assessment of City offered training and development programs. Several focus group meetings were held with members of the Multicultural Affairs Committee (MAC), Women's Initiatives Committee (WIC) and the Racial Equity and Social Justice (RESJI) Core Team.

Below is a synopsis of themes generated at those meetings and recommendations that EDOE will address in 2017 planning and programming efforts.

Major themes and recommendations from focus groups

I. SUPERVISORY SUPPORT

- Most groups felt that the supervisor's support for training program attendance was the biggest determining factor.
- Agencies should put SharePoint training schedule sites up for all employees
- Do employees get to appeal if they get denied for training?
- Do supervisors have to give a reason for denial of training, particularly for hourly employees?
- There are consequences of denial– if you get denied once, do you even ask to go again?
- How to reduce fear of “selling” the training benefits to your supervisor?
- How do you “ask” your supervisor?
- “I can guarantee you that our part-time employees know nothing about training.” How to address training for PT and LTE staff.
- We have to invest in our employees.
- Are there efforts that EDOE are making to talk to managers about training?

Recommendations

- Reinforce need of supervisory staff meeting with their employees and talking about career planning and development opportunities
 - Annual review process was seen as a good time, but many feel that employees are not having those meetings
 - Managers should be doing career planning with their people
- Develop guidelines or steps for what to do if your supervisor says “no” to training

II. JOB COVERAGE/SCHEDULING CAN BE AN ISSUE

- Administrative and front desk people may be disproportionately impacted because they have to provide front-desk coverage and therefore cannot attend training.
- Some people don't get paid for trainings, especially Metro and part-time LTE
- Hourly, non-permanent staff, do not have access to training calendar because of no email access
- Staff that do not have email access, do not hear about training

III. MARKETING

- "It's hard to know to ask for training if you don't know it exists."
- Who is the intended target audience should be added to training announcements
- Many bulletin boards have too many postings– nobody asking questions about training; information overload for some on bulletin boards
- Can training calendar be included in hourly and seasonal orientations/on-boarding?
- Over-reliance on on-line calendars eliminates certain age groups or job types from getting information about trainings--"Class" issues exist.
- We may benefit from sharing more paper materials to enhance access to information.

Recommendation

- Find ways other than email to get word out on training programs
- Add "intended audience" to all announcements
- Develop possible minimum training requirements for all positions

IV. CLASSES / PROGRAMMING ISSUES

- Basics of interviewing class needed
- Partner with the library; librarians are vocational counselors and can help others learn what's available and what's of interest to employees
- Have more training programs be done at the library and Monona Terrace, Metro, etc.
- More on-line "TED Talk-like" presentations on-line-- Can we record more training and have them on the web?
- Mental health training, TED talks, etc.
- Not all trainings lend themselves to on-line participation
- Get rid of minimum size of participants as this leads to cancelling classes and impacts many people. Library doesn't cancel even if just 2 people show up. AKA Don't have a minimum!

Recommendation

- Get rid of minimum class size and hold sessions as planned
- Develop Ted Talk capabilities
- Continue to work with libraries and other agencies to develop outreach on training and offering different training locations.

V. DEMOGRAPHICS

Attendance of 1,000+ people attending EDOE programming is consistent with historic patterns of last 15 years. Comparing percentages of employees of color with percentages of program attendance is problematic because of lack of consistent racial demographic tracking by city agencies and this could be evaluated in 2017.

2016 Evaluation Demographics Analysis

GENDER DEMOGRAPHICS	1Q	2Q	3Q	4Q	Totals
Female	17	278	93	192	580
Male	29	76	65	142	312
Other	1	1	0	2	4
Blank	170	195	24	63	647
	217	550	182	399	1348

RACE DEMOGRAPHICS	1Q	2Q	3Q	4Q	Totals
White	23	238	132	298	691
African American	3	12	12	16	43
Asian	1	1	6	5	13
Multi-racial	0	5	3	9	17
Other	4	2	4	7	17
Blank	185	292	25	64	566
	217	550	182	399	1348

ETHNICITY DEMOGRAPHICS	1Q	2Q	3Q	4Q	Totals
Yes (Hispanic)	1	22	7	11	41
No	39	298	83	320	740
Blank	177	230	92	68	567
	217	550	182	399	1348

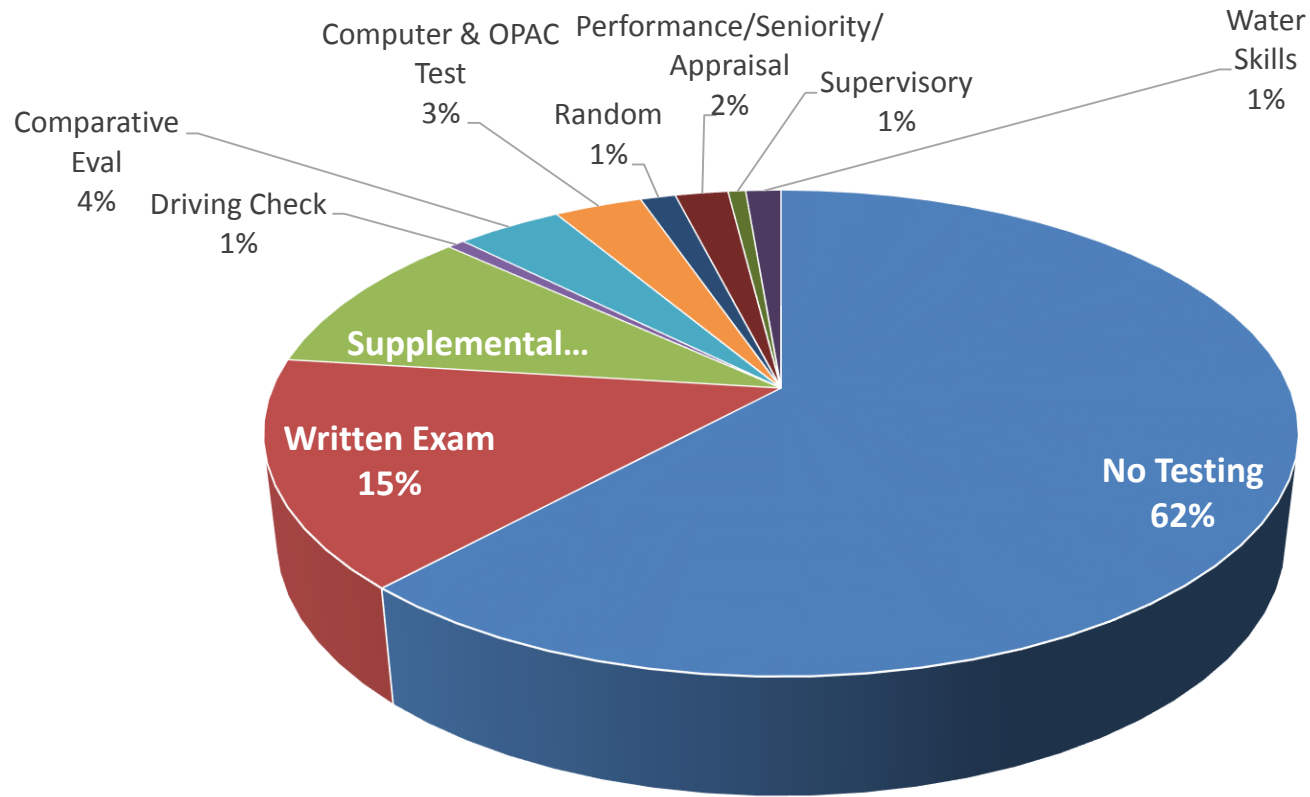
V. General Recommendation

Minimum Training Hours requirement

- Establish minimum number of hours of training for all positions
- Training can be on-the-job, internal classroom, external at conferences/seminars/other training providers, educational institutions. Include committee/ team membership in training hours' calculation.
- Have the number of hours reflect the percentage of employment for part-timers. This is a way to combat people who don't feel like they have to learn or improve.

Evaluate and develop better tracking mechanisms for determining racial demographic percentages for attendees of EDOE training programs.

Appendix 8: Testing Data

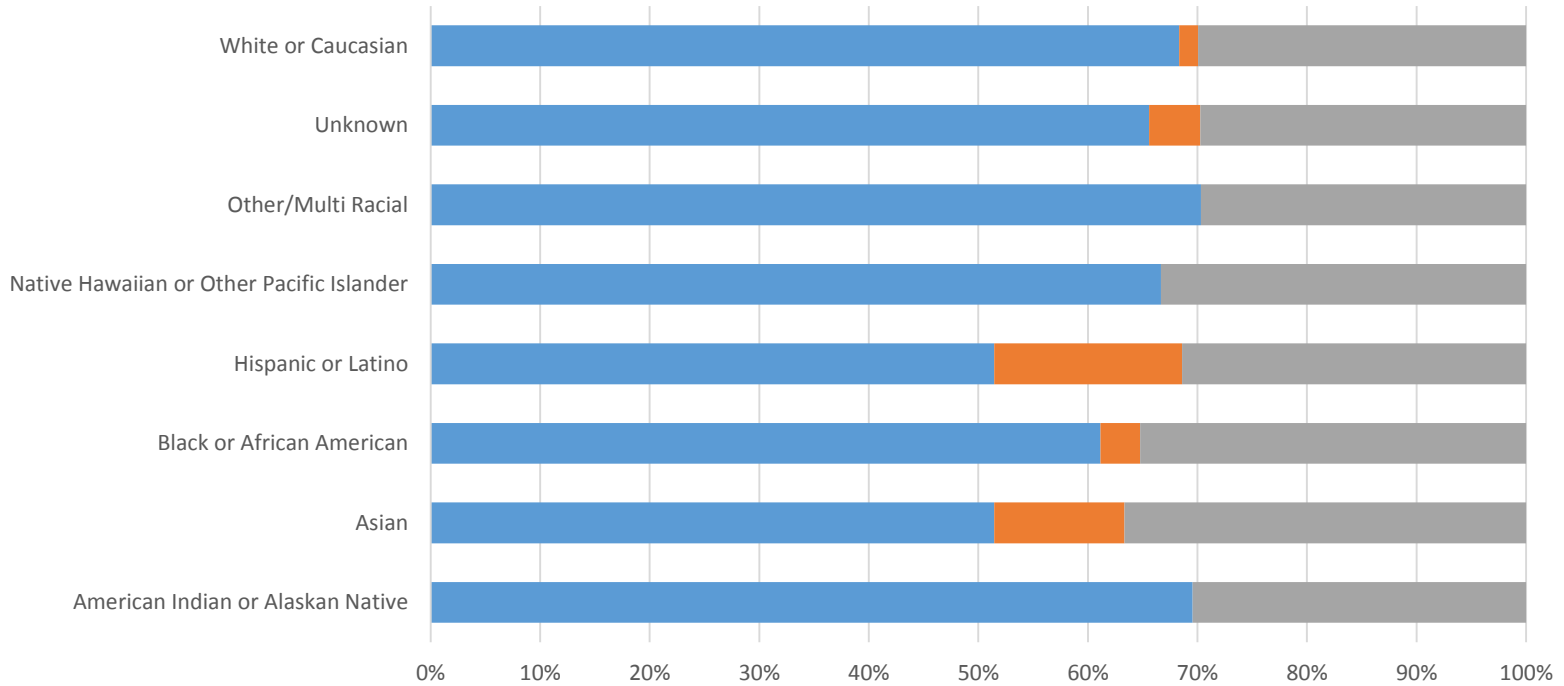


City of Madison Hiring January - June 2017 Frequency of Various Testing Methods

WRITTEN TEST IMPACT BY RACE AND ETHNICITY

	start	pass	fail	no test	% pass of total test takers	% fail of test takers	% no test
American Indian or Alaskan Native	16	9	0	7	100%	0%	44%
Asian	38	13	3	22	81%	19%	58%
Black or African American	158	68	4	86	94%	6%	54%
Hispanic or Latino	59	24	8	27	75%	25%	46%
Native Hawaiian or Other Pacific Islander	4	2	0	2	100%	0%	50%
Other/Multi Racial	45	26	0	19	100%	0%	42%
Unknown	26	14	1	11	93%	7%	42%
White or Caucasian	913	510	13	390	98%	2%	43%
Grand Total	1259	666	29	564	96%	4%	45%

Written Test Impact by Race and Ethnicity City of Madison January - June 2017

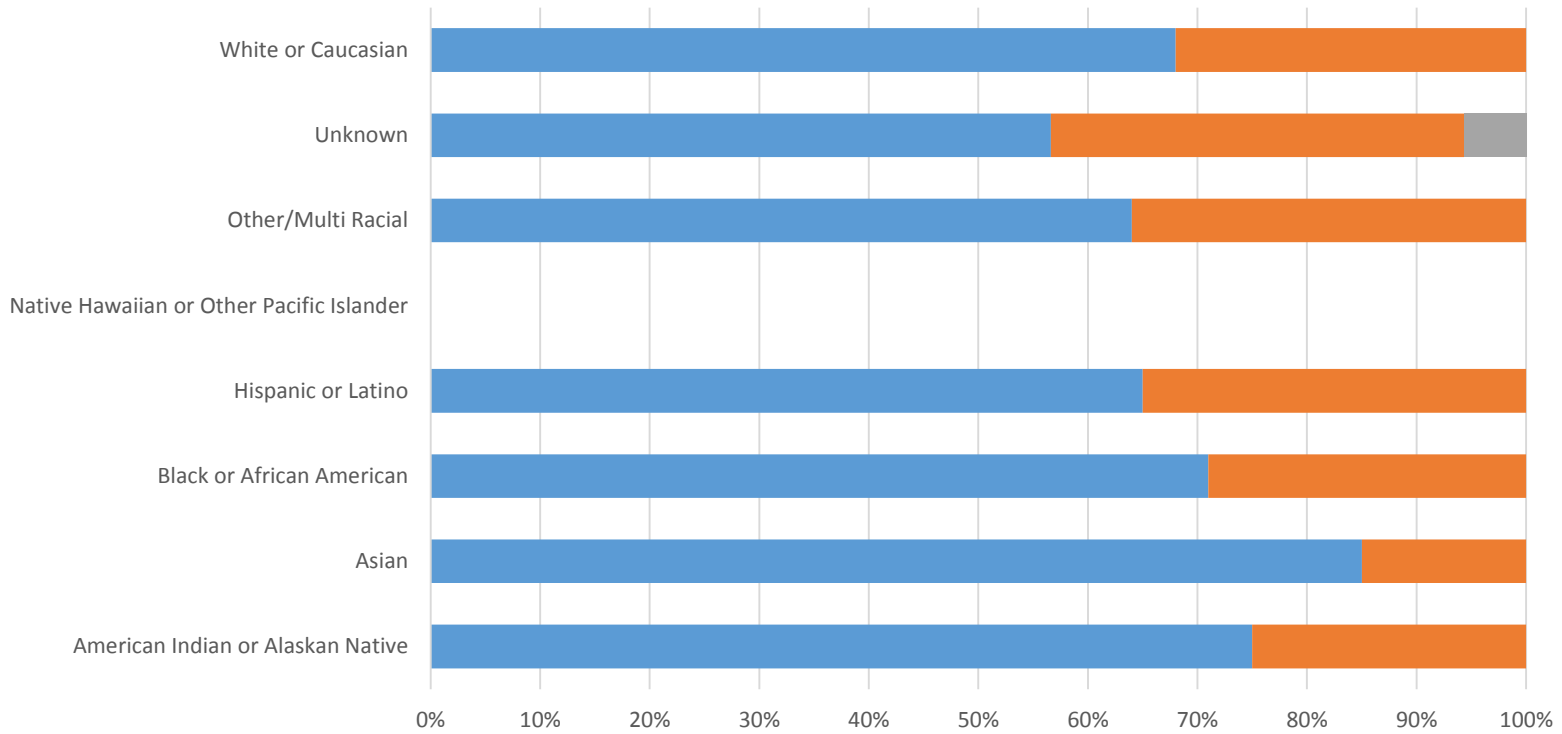


	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
■ % pass of total test takers	100%	81%	94%	75%	100%	100%	93%	98%
■ % fail of test takers	0%	19%	6%	25%	0%	0%	7%	2%
■ % no test	44%	58%	54%	46%	50%	42%	42%	43%

SUPPLEMENTAL QUESTION TEST IMPACT BY RACE AND ETHNICITY

	start	pass	fail	no test	% pass of total test takers	% fail of test takers	% no test
American Indian or Alaskan Native	4	3	1	0	75%	25%	0%
Asian	20	17	3	0	85%	15%	0%
Black or African American	41	29	12	0	71%	29%	0%
Hispanic or Latino	23	15	8	0	65%	35%	0%
Native Hawaiian or Other Pacific Islander	0	0	0	0	0%	0%	0%
Other/Multi Racial	14	9	5	0	64%	36%	0%
Unknown	16	9	6	1	60%	40%	6%
White or Caucasian	384	262	121	1	68%	32%	0%
Grand Total	502	344	156	2	69%	31%	0%

Supplemental Questions Test Impact by Race and Ethnicity City of Madison Jan - June 2017

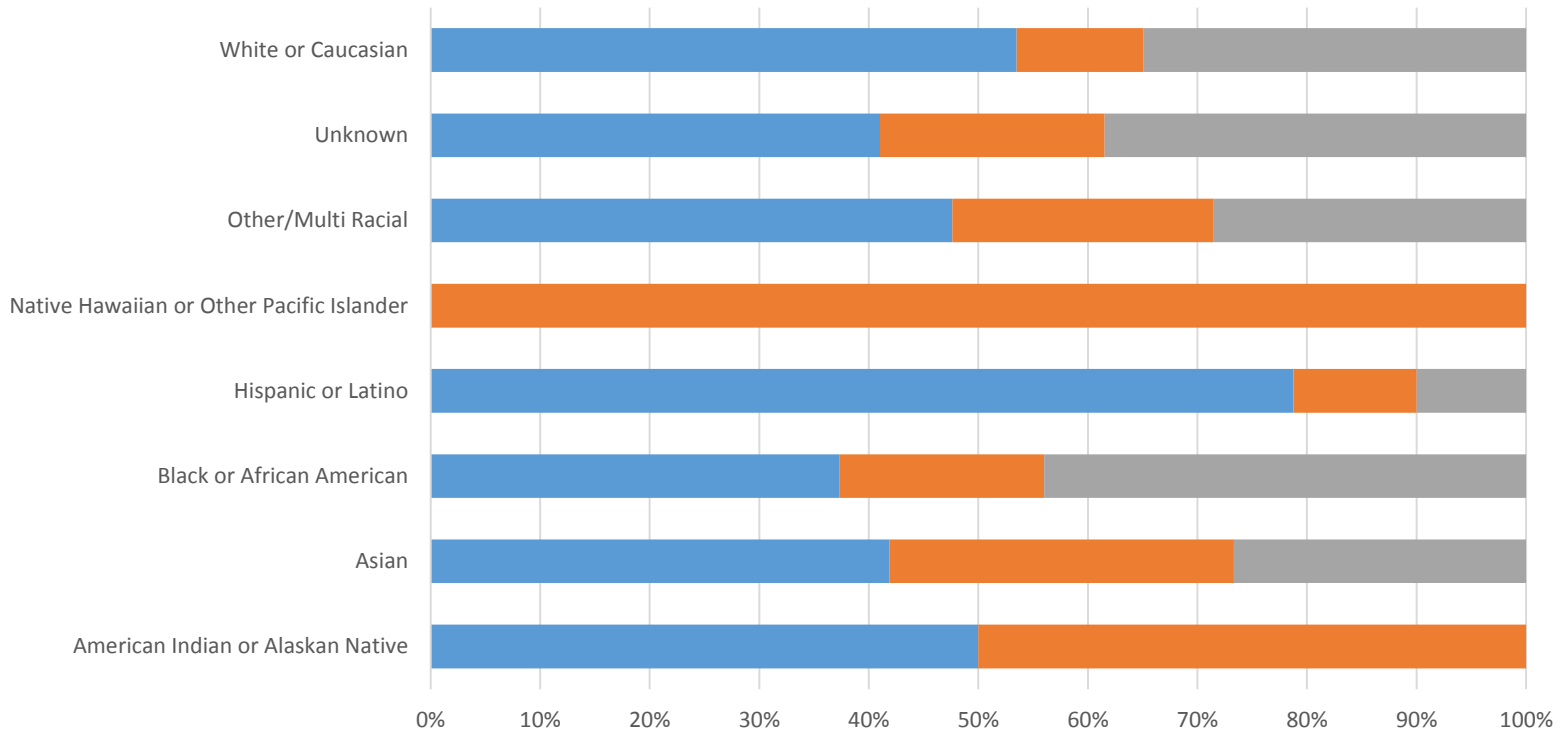


	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
■ % pass (of total test takers)	75%	85%	71%	65%	0%	64%	60%	68%
■ % fail of test takers	25%	15%	29%	35%	0%	36%	40%	32%
■ % no test	0%	0%	0%	0%	0%	0%	6%	0%

COMPUTER TEST IMPACT BY RACE AND ETHNICITY

	start	pass	fail	no test	% pass of total test takers	% fail of test takers	% no test
American Indian or Alaskan Native	2	1	1	0	50%	50%	0%
Asian	11	4	3	4	57%	43%	36%
Black or African American	14	2	1	11	67%	33%	79%
Hispanic or Latino	9	7	1	1	88%	13%	11%
Native Hawaiian or Other Pacific Islander	1	0	1	0	0%	100%	0%
Other/Multi Racial	5	2	1	2	67%	33%	40%
Unknown	8	2	1	5	67%	33%	63%
White or Caucasian	218	83	18	117	82%	18%	54%
Grand Total	268	101	27	140	79%	21%	52%

Computer Test Impact by Race and Ethnicity City of Madison January - June 2017

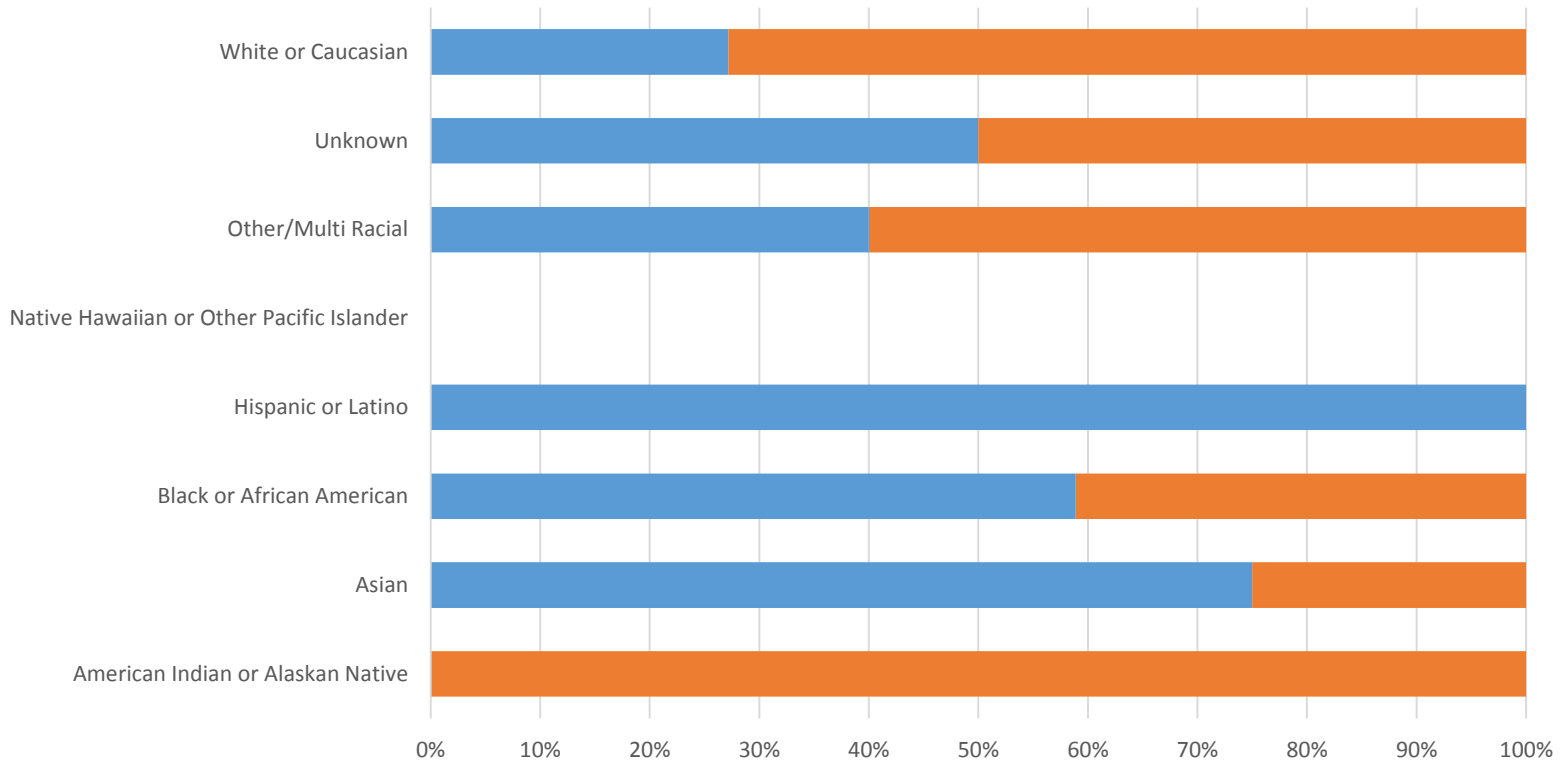


	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
■ % pass of total test takers	50%	57%	67%	88%	0%	67%	67%	82%
■ % fail of test takers	50%	43%	33%	13%	100%	33%	33%	18%
■ % no test	0%	36%	79%	11%	0%	40%	63%	54%

COMPARATIVE EVALUATION TEST IMPACT BY RACE AND ETHNICITY

	start	fail	no testing	pass	%fail	%pass	%no test
American Indian or Alaskan Native	2	0	0	2	0.00%	100.00%	0
Asian	4	3	0	1	75.00%	25.00%	0
Black or African American	17	10	0	7	58.82%	41.18%	0
Hispanic or Latino	2	2	0	0	100.00%	0.00%	0
Native Hawaiian or Other Pacific Islander	0	0	0	0	0.00%	0.00%	0
Other/Multi Racial	5	2	0	3	40.00%	60.00%	0
Unknown	2	1	0	1	50.00%	50.00%	0
White or Caucasian	103	28	0	75	27.18%	72.82%	0
Grand Total	135	46	0	89	34.07%	65.93%	0

Comparative Evaluation Test by Race and Ethnicity City of Madison January - June 2017



	American Indian or Alaskan Native	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	Other/Multi Racial	Unknown	White or Caucasian
■ %fail	0.00%	75.00%	58.82%	100.00%	0.00%	40.00%	50.00%	27.18%
■ %pass	100.00%	25.00%	41.18%	0.00%	0.00%	60.00%	50.00%	72.82%
■ %no test	0	0	0	0	0	0	0	0

Appendix 9:

Non-Traditional Occupations for Females¹

Occupation 2012	Total Employed (Both Sexes)	Percent Female	City Classifications	Number of City Employees	Number of Females	% female
Network and computer systems administrators	226	25	MIS 1-4	47	18	38.3%
Detectives and criminal investigators	160	24.8	Detective, Police Investigator	78	38	48.7%
Computer Occupations-All Others	341	24.4	MIS 1-4	47	18	38.3%
Architects, except naval	195	23.5	Architect 1-4, Landscape Architect 1-4	6	2	33.3%
Supervisors, transportation and material moving workers	200	23	Transit Ops Supervisors, Transit Ops Gen Sups, Trans Ops Mgr	21	6	28.6%
Computer programmers	480	22.5	MIS 1-4	47	18	38.3%
Television, video, and motion picture camera operators and editors	57	21.4	CC producer director	3	0	0.0%
Software Developers Applications and Systems Software	1084	19.7	MIS 1-4	47	18	38.3%
Security guards and gaming surveillance officers	903	18.5	Library Security Monitors	11	2	18.2%
Printing machine operators	201	17.2	Library Press Operator	1	0	0.0%
Drafters	149	16.6	Civil Techs	5	2	40.0%
Engineering technicians, except drafters	395	16.3	Engineering Aide 1-3, Engineering Asst (hourly), Engineering Program Specialist 1-2	29	6	20.7%
First-line supervisors/managers of police and detectives	112	15.2	Police Lieutenant	22	8	36.4%

¹ Some jobs appear in multiple categories. When that occurs, the category that most closely aligns with the City's posting is used for comparison purposes.

Cleaners of vehicles and equipment	315	15.2	Automotive Mechanic	1	0	0.0%
Painting workers	150	15.1	Painter	1	0	0.0%
First-line supervisors of farming, fishing, and forestry workers	50	14.1	Tree Trimmer Foreperson	2	0	0.0%
Civil engineers	358	13.7	Engineer 1-4	30	6	20.0%
Engineers, all other	359	13.2	Traffic Engineer 1-4	5	0	0.0%
Police and sheriff's patrol officers	657	12.6	Police Officer	279	74	26.5%
Parking lot attendants	81	11.6	Parking Cashier	50	20	40.0%
Architectural and Engineering managers	120	10.9	Principal Engineer 1-2, City Engineer, City Traffic Engineer, Asst. City Engineer, Asst. City TE, Principal Engineer Water, Facilities and Sustainability Manager	10	2	20.0%
Construction and building inspectors	118	7.8	CEO 1-4, Plumbing/Heating Inspector, Electrical/Heating Inspector, Construction Inspector 1-2, Water Construction Inspector, Elevator Code Enforcement Officer 1-2, Fire CEO 1-4, Fire Comm Ed/Enforcement Officer 1-2, Zoning Code Officer 1-2, Cross Connect Control Inspector, Field Service Analyst	61	10	16.4%
First-line supervisors, managers of landscaping, lawn service, and grounds keeping service	281	7.6	Parks General Supervisor, Landscape Construction Supervisor, Public Works Foreperson	4	1	25.0%
Industrial truck and tractor operators	537	7.4	Equipment Operator 1-3, SSMO1-3	40	2	5.0%
Refuse and recyclable material collectors	106	6.6	SSMW 1-2, SMO1-3	132	14	10.6%

Construction managers	983	6.4	Public Works General Forepersons (not Fleet), Streets General Supervisor	18	2	11.1%
First-line supervisors/managers of mechanics, installers, and repairers	292	5.9	Public Works General Forepersons (Fleet)	2	0	0.0%
Radio and telecommunications equipment installers and repairers	158	5.8	City Channel Engineer, Communication Worker, Communication Technician 1-3, Comm Ops Leadworker	10	0	0.0%
Grounds maintenance workers	1298	5.1	Parks Maintenance Worker, Greenskeepers, Gardeners, Transit Utility Worker, Arborist 1-2, Parks Operations Leadworker, Cemetery Operations Leadworker, Public Works Ldwkr (Parks)	77	11	14.3%
Welding, soldering, and brazing workers	593	4.8	Welder	2	0	0.0%
Mechanical engineers	288	4.5	Engineer 1-4	30	6	20.0%
Water and wastewater treatment plant and system operators	72	4.5	Waterworks Maintenance Worker/Operator series	9	0	0.0%
Helpers, construction trades	53	4.5	Laborer (Hourly), SSMW Hourly, Crosswalk Painter	148	17	11.5%
Surveying and mapping technicians	77	4.3	Engineering Field Aide; Surveyor 1	4	0	0.0%
Other installation, maintenance, and repair workers	205	3.6	Public Works Maintenance Worker 1-3, Parking Maintenance Worker 1-2, Maintenance Worker, Water FSR 1-3, FSR Ldwk., Housing Maintenance Wkr	40	2	5.0%
Firefighters	295	3.4	Firefighter, Firefighter/Paramedic 1-2, Apparatus Engineer	295	41	13.9%
Construction laborers	1387	2.9	SSMW	31	1	3.2%

First-line supervisors/managers of construction trades and extraction workers	634	2.8	Public Works General Forepersons, Water Utility Maintenance Supervisor	19	2	10.5%
Electrical power-line installers and repairers	110	2.4	Traffic Signal Maintenance Worker and Electricians	12	0	0.0%
Maintenance and repair worker, general	442	2.2	Facility Maintenance Worker, Parks Maintenance Worker, Maintenance Mechanic 1-2, Parks Maintenance Mechanic, Parking Equipment Mechanic, Parking Equipment Tech 1-2	73	6	8.2%
Electricians	692	1.8	Electrician, Electrician Foreperson, Maintenance Electrician 1-2	3	0	0.0%
Automotive body and related repairers	140	1.8	Automotive Maintenance Worker 1-3, Fleet Technician, Master Automotive Body Technician	23	1	4.3%
Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	87	1.8	Automotive Maintenance Worker 1-3, Communication Technician 1-3, Communication Worker	10	1	10.0%
Highway maintenance workers	108	1.5	SSMW, SSMO 1-3	132	14	10.6%
Small engine mechanics	56	1.4	Parks Equipment Mechanic	4	0	0.0%
Operating engineers and other construction equipment operators	348	1.3	Equipment Operator 1-3	25	1	4.0%
Pipe layers, plumbers, pipe fitters, and steam fitters	534	1.3	Plumber	1	0	0.0%
Heavy vehicle and mobile equipment service technicians and mechanics	194	1	Fleet Technician	20	0	0.0%
First-line supervisors of fire fighting and prevention workers	64	0.5	Fire Lieutenant	61	2	3.3%
Bus and truck mechanics and diesel engine specialists	316	0.5	Transit A, B, C Mechanic	42	0	0.0%

Drywall installers, ceiling tile installers, and tapers	129	0.3	Painter	1	0	0.0%
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