

**Minutes
CCOC Subcommittee to Review
City Hiring Practices & Policies
January 8, 2009**

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

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

The meeting was called to order at 10:40 a.m.

Approval of December 16, 2008 minutes

Ald. Brenda Konkel moved, seconded by Ald. Michael Schumacher to approve the minutes. Minutes were approved unanimously.

Public Comment

There was no public comment.

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

Ald. Michael Schumacher if asked anyone wanted to add any more information to the issues discussed at the December 16, 2008 subcommittee meeting (Issues 1 through 11) No additional information was provided.

Issue 12. Mayoral HR Preferences – a. Political transitions between administrations pull HR Department into new directions relative to hiring policies. For example, differences in promoting employees – one mayor may support training to develop internal employees to promote to higher-level positions and another mayor favors exclusively hiring externally.

Brad Wirtz noted that the draft Personnel Rules are currently in the City Attorney's office for review and will address this issue. The rules will go to the Personnel Board and the Council for approval.

Ald. Michael Schumacher recalled that this issue revolved around Comp Group 21 positions and whether the city had the expertise "in-house" vs. hiring externally. Mr. Wirtz noted that Comp Group 21 positions should always be subject to a nationwide search vs. an in-house job posting and these positions (along with higher Comp Group 18 positions) should be open to anyone. Mr. Wirtz stated that Comp Group 21 positions are always subject to nationwide search.

Mr. Wirtz will send the subcommittee members the draft Resolution/Personnel Rules when they appear on the Personnel Board agenda.

RECOMMENDATION: New Personnel Rules will state that Compensation Group 21 positions are always subject to a nationwide search.

Issue 13. Interim managerial appointments/double-filling/timing of appointments

Ordinance was passed to address this issue. The change to MGO Section 3.54(10)(c) clarified the purposes of a provisional appointment and to allow persons in CG 18 or 44 to receive the higher salary of a position they might fill on a temporary basis. (Legislative File No. 11092 Adopted by Common Council 9/2/08).

Issue 14. Role in evaluation of Compensation Group 21 employees (city managers)

- 1. Update and use form developed in 2000. Council staff works with IT staff to develop online form. Encourage Mayor to use data/comments in evaluation of managers.**

Action Item: Request that staff check with City Attorney about confidentiality of the evaluations and open records law.

Parking Lot Issue – MPSEA requested that the city investigate providing a vehicle for city employees to provide feedback on managers.

Mr. Wirtz indicated that he preferred the current ordinance language but would work to implement any changes made to the ordinance relative to the evaluation process of city managers. Ald. Brenda Konkel noted that the ordinance would not need to be amended and that CCOC could implement the process.

Action Item: When the subcommittee report is submitted ask CCOC to review a draft evaluation form for comment/suggestions.

- 2. Ald. Brenda Konkel & Ald. Michael Schumacher will draft a letter for Council Leadership to the Mayor that Common Council members will fill out the form annually with the anticipation that the Mayor will analyze and utilize the information that could improve performance, particularly relationships with managers and the Council. Ald. Brenda Konkel suggested that evaluations be done annually every January or February.**

Action Item: Ald. Brenda Konkel and Ald. Michael Schumacher will work on drafting letter.

- 3. When alders are notified of a managerial contract renewal the HR Director also notes how long that employee has been in that position.**

Brad Wirtz noted that this process is currently being done.

The subcommittee discussed the issue of probationary periods being changed from 1 year to 2 years and whether it was a detriment to recruiting efforts. Mr. Wirtz indicated that he has never had anyone say that they would not take the position due to the 2-year probationary period. This issue was dropped from the matrix.

Discussion on a request from Human Resources to develop a report on the number of reclassified positions. Ald. Brenda Konkel was concerned reclassifications weren't done in a systematic way and that managers advocate for reclassifications but some are not as proactive. Mr. Wirtz noted that when departments go through organizational changes the Council would see an influx of reclassifications.

Action Item: Mike Lipski will provide the subcommittee with a snapshot report of reclassifications from September 2008 to present noting how many reclassifications were submitted, how many approved and how many were denied.

Lori Wendorf noted that MPSEA had issues with the reclassification system:

- There seems to be a missing educational component for managers
- It also was a managerial style issue. Some managers feel that they will not receive the money to fund a reclassified position so they do not initiate a reclassification study and other managers find the money and request the reclassification study because they know the person has taken on more duties.

Brad Wirtz stated that managers shouldn't make their decisions solely based upon their budget. The decision needs to be based upon the additional responsibilities given to a position. Mr. Wirtz also noted that only 33% of the positions that are requested for reclassification actually receive one. He also stated that the

department head is hired to create the organizational structure and that includes reclassifications. Ald. Ald. Brenda Konkel stated that the subcommittee wasn't looking for a system with more checks and balances but a system that was more permissible. Mike Lipski noted that employees currently have the right to request a reclassification study if their supervisor has turned them down.

Kelly Lamberty stated that having information more accessible to employees on understanding how to request a reclassification and how a reclassification study was conducted would be helpful. There is confusion among city employees on the how reclassification decisions are made. The subcommittee thought this could also be something added to the webpage on Employeeenet (resource page).

Issue 15. Residency rules

RECOMMENDATION: Place draft ordinance to exempt Compensation Group 18 & 44 from the city's residency rules on CCOC agenda for discussion.

Issue 16. Financial resource problems

- **Budget cuts to training and organizational development**

Roll this issue/recommendation into #4, #5 and #9

RECOMMENDATION: Increase staffing in Training & Organizational Development. Increase budget for training & staff development (e.g. facilitator training, training on committee rules, etc.). Karl van Lith to provide a summary of suggestions.

Ald. Michael Schumacher saw the value in cross-departmental meetings. For example Framework for Excellence meetings and believed that there are no longer these connections being made. Karl van Lith noted that although the city no longer has dedicated cross-departmental meetings there are other examples of cross-departmental connections, The Natural Step, Supervisory Academy, Madison Measures which involve improving processes and efficiency within the City.

Action Item: Requested Karl van Lith to review and update his recommendation list of current training opportunities, "wish list" of training opportunities and anything that may have changed after his meeting with MPSEA and their professional development training ideas.

Issue 17. Succession Planning

REVISED RECOMMENDATION:

Human Resources Director will prepare a set of recommendations or variables (i.e. Best Practices) to recruit/attract the highest caliber candidates for Compensation Group 21 & top 18 positions. Human Resources Director will provide data on retirements in the next 5-year and how the city is prepared to handle future retirement numbers.

Action Item: Request someone from Madison Fire Department and Madison Police Department to attend the next subcommittee meeting to explain their internal recruitment and promotion policies.

Issue 18. Reorganizations

REVISED RECOMMENDATION: Human Resources will develop a set of process steps to insure a better outcome for future reorganizations. These steps will be forwarded to CCOC.

Issue 19. Creating a webpage on Employeeenet for employees with links to existing Human Resources information and references to Personnel Rules. (Added 12/16/08)

RECOMMENDATION: Human Resources develop webpage with City Information Technology staff that will provide resource information for city employees.

Next Meeting

- ❑ Pull out all action items that are parking lot items and recommendations that have been implemented and then review all remaining recommendations that subcommittee is recommending to CCOC
- ❑ Discuss draft ordinance on residency issue (Issue 15.)
- ❑ Invite staff from MFD & MPD to next meeting to speak on recruitment and promotion policies within their respective departments.
- ❑ Expressly invite DCR staff to next meeting
- ❑ Review Lorri Wendorf's comments from email dated December 16, 2008.
- ❑ Comparable salary data for CG 21 (Issue 17.) Mike Lipski recently submitted a draft report to Brad Wirtz. This data will be available after his review (present it to subcommittee members to see if they wish to sponsor ordinance changes). Will require modifications to existing ordinances (relatively competitive) to philosophy to ensure that our maximum lower range is at or above the median of the comparable group in the Midwest – 4 of our existing positions are not (they are below).
- ❑ Schedule a 2-hour meeting and add additional issues (requested by Ald. Konkel)

Anticipate having one more meeting to flesh out any other issues/action items, a meeting to start working on a draft report and then one last meeting to finalize report.

Adjournment

The meeting adjourned at 12:09 p.m.

Minutes prepared by Lisa Veldran, Administrative Assistant