

March 27, 2008
CCOC Subcommittee to Review
City Hiring Practices & Policies
2:30 p.m.
Room 417, City-County Building

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

Staff Attending: Lisa Veldran (Council Office), Sylvia Moss (Human Resources Department), Christie Hill (Affirmative Action Division) Kelli Lamberty (MPSEA), Lorie Olsen (Human Resources Department), Karl van Lith (Training & Organizational Development) and Brad Wirtz (Human Resources Director)

The meeting was called to order at 2:32 p.m.

Approval of March 12, 2008 minutes

Minutes were approved.

Continued discussion and review of the Hiring Practices reports submitted by City staff and MPSEA and developing recommendations for changes to the Madison General Ordinances and/or the Administrative Procedure Memos to CCOC members (final recommendations to be made to the Council)

Issues 5. Training a. Supervisory and b. Leadership (managers, mid-managers) – Karl van Lith was present to provide information on training opportunities available to city employees and the goals of Organizational Development & Training (ODT) Unit:

Citywide Training Opportunities

- Basic to Advance Computer Training (Outlook, Excel, etc.)
- Supervisory Academy
- Leadership Development (any employee can enroll in this course)
- New Supervisory Orientation – provides new supervisors with information on the APM's, labor relations, etc.
- Skills Training: Spanish, leading meetings, (employee development training)

(City Employee Training website link: <http://www.cityofmadison.com/employeeenet/training/TrainingHome.html>)

Organizational Development Opportunities

- Leadership Academy – UW Madison CPM Program - <http://www.dcs.wisc.edu/pda/cpm>
- Organizational Develop & Training Unit assists with department reorganizations, departmental facilitation, etc.
- Organizational Develop & Training Unit also works on specific projects. For example, the Hiring Practices & Policies report, updating Personnel Rules, etc.

Ald. Michael Schumacher questioned whether or not ODT, if they were given the financial resources and staff, could have worked with Water Utility employees to facilitate and conduct a utility-wide, participatory self-assessment of organizational issues, communication, work practices, and technology; identify opportunities for improvement; and implement recommendations as identified in the contract with EMA. Karl van Lith stated that EMA was able to work from “square one” but that he did not easily see where in the strategic plan implementation occurs. The Water Utility steering committee now understands the various processes but is not able to make

recommendations. That piece is missing from EMA. Karl van Lith noted that his unit receives \$27,000 per year for citywide training and the EMA contract was approved for \$50,000.

ACTION ITEM: Ald. Michael Schumacher asked Karl to put together a cost benefits analysis on hiring outside consultants vs. using city staff to conduct organizational development or training programs/initiatives (for example the EMA contract).

If the city could save money by using in house staff to do this type of work Ald. Schumacher suggested a budget proposal could be developed to increase the training budget and add additional staff to the ODT Unit.

Karl noted that the ODT lost \$47,000 in their budget during the Bauman administration and many programs and initiatives were lost due to that cut (example: working with committees by facilitating, developing processes, etc.)

ACTION ITEM: Ald. Brenda Konkel would like to see a list of training opportunities, staff development initiatives etc. (and cost if possible) from ODT.

Ald. Brenda Konkel asked what the city is doing in terms of development of staff. What kind of training for example are IT employees receiving? What types of training would economic development staff be able to access for improvement/development? How do our employees stay “fresh”?

Ald. Michael Schumacher stated that there was a flip side to this discussion. The city doesn't have a lot of monitoring of supervisors requesting training for employee development. Who is reviewing training requests so that requests are not granted as favoritism or the “latest gadget” being touted by the HR industry?

Karl van Lith used IT as an example. They would have certain certification programs that they budget for and are not offered by the ODT. In IT it is a given that you need continual staff certification and development.

Ald. Michael Schumacher asked for Karl what he believed was a better way to budget for training: training be part of a centralized training budget again or keep the current budgeting process, individual departments budget for their training.

Karl van Lith said that was a hard question to answer. Departments know what their training needs are for their organizations and can budget accordingly. The challenge is that city department budgets are set up on a yearly basis and you don't know what is going to happen. It becomes the easiest thing to cut when asked to cut 3% of your budget.

Karl stated that management policies and practices need to align with Human Resource policies and practices.

Lorri Wendorf noted that the city lost the dynamic components of (Tom Mosgaller era) a conflict resolution group and a facilitation group. Karl said ODT is looking at resurrecting some sort of a mediation team. They are looking at problematic system issues and how to work on them.

Brad Wirtz noted that vendor the city contracts with has individual mediation services and would provide a list of the services they offer. (<http://www.symmetryeap.org>)

ACTION ITEM: ODT to provide a list of mediation services and other facilitation services provided either by the city or Symmetry.

Ald. Konkol remember that one time there was a list of facilitators. Karl stated that at one time there was but it no longer exists.

Ald. Schumacher asked what changed. Karl van Lith believed it was a change in administrations but process improvement is always at the core of any program supported by various administrations (e.g. Framework for Excellent, Q & I, etc.)

Lorri Wendorf said that there is another side to this discussion; the climate of the city has changed in that “if I’m not asked, I’m not offering” or “If I’m slapped down (again), I’m not doing it again”.

Ald. Konkol asked if there were opportunities for managers to discuss department process/employee improvement issues. Brad Wirtz indicated that the individual manager comes to him to discuss department issues. Ald. Schumacher noted that a former mayor had many more managers on his management team and promoted dialogues among them. Karl van Lith noted the last time there was an all manager meeting was 2003. Today discussions occur but tend to be topical (e.g. succession planning).

Lorri Wendorf noted that MPSEA is making a significant push for HR changes in part due to succession related issues. They have a number of members who are professional staff (below the department head) who are ready to move up. MPSEA leadership have heard a number of people who desire to move up are not being afforded the training opportunities to move up either due to politics or personal interaction issues. MPSEA is now investigating bringing in development trainers for MPSEA members.

Karl van Lith did not believe this should be separate initiative from ODT offers. MPSEA could identify specific training and a needs analysis piece could be developed.

Lorri Wendorf doesn’t feel that Human Resources is there for MPSEA members. More and more professional people are coming to MPSEA for those kinds of supports listed above. MPSEA did a climate survey of all 18/4 employees. Employees thought it was great and wanted to know why HR hadn’t done the climate survey.

ACTION ITEM: Ald. Brenda Konkol asked MPSEA for a list of training and ongoing development ideas as well.

ACTION ITEM: Karl van Lith will develop a list of identified ongoing development and training classes not currently funded and the budget implications.

Possible training opportunities:

Ald. Michael Schumacher: how alders and mayoral aides impact the system.

Ald. Brenda Konkol: how should alders communicate with department staff (can be confusing), how do we educate people about legislative process (Legistar), and where employees need to go for a variety of issues

Issue 7. Employee Evaluations and Issue 14. Role in evaluation of Comp Group 21 employees (city managers) - Ald. Schumacher believed that performance evaluations do more harm (referenced: [“Punished by Rewards”](#)). Kelly Lamberty would like to see sort of evaluation

process and be able to utilize that if they want and could be used as a tool to encourage development and training and work with your supervisor to know what you want to do. Ald. Brenda Konkel thought that in general people want feedback that is more employee driven versus a more formal legal process and that a HR system needs to support an opportunity for feedback.

Brad Wirtz said that he had talked with Karl about the need to work with managers to develop that skill (feedback) versus just implementing an annual performance evaluation.

Ald. Michael Schumacher who encourages or motivates managers to use this skill. Brad noted that when he was at the university managers needed to get their evaluations in or they would not get their wage increase. Brad Wirtz said that there are tools out there to encourage performance review but he was not sure what tool is right for the city at this time.

Karl van Lith said that one tool is to have the employee work on a development plan, possibly offer peer evaluations vs. performance appraisals.

Ald. Brenda Konkel noted that during former Ald. Dorothy Borchardt's presidency she had an evaluation form developed for Comp Group 21 employees (managers). The issue at that time was finding a vehicle for alders to provide input during the reappointment process and the form was developed during those discussions. Today alders are only notified when a reappointment is coming up and that they should provide input to the Mayor.

Alds. Konkel and Schumacher would like to see some sort of tool or mechanism developed for alders to use in evaluating Comp Group 21 employees when they are being reappointed to a position.

Brad Wirtz stated that HR already has researching performance management systems in their work plan. Karl van Lith thought that Comp Group 21 employees would be a good group to act as a pilot. Lorri Wendorf thought this would provide an opportunity for benchmarks to be developed.

Christie Hill commented that from the perspective of Department of Civil Rights there are many issues out there that would be addressed by additional training, development and conflict resolution.

ACTION ITEM: Brad Wirtz would email the Human Resources work plan.

Next Meeting

No next meeting date was set.

Adjournment

The meeting adjourned at 4:00 p.m.

Minutes prepared by Lisa Veldran, Administrative Assistant