

**March 12, 2008**  
**CCOC Subcommittee to Review**  
**City Hiring Practices & Policies**  
**2:00 p.m.**  
**Room 417, City-County Building**

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

Staff Attending: Others: Lisa Veldran (Council Office, Sylvia Moss (Human Resources Department), Larry Studesville (Acting DCR Director), Christie Hill (Affirmative Action Division) Kelli Lamberty (MPSEA), Lorie Olsen (Human Resources Department) and Brad Wirtz (Human Resources Director)

The meeting was called to order at 2:05 p.m.

#### **Approval of February 28, 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)**

Ald. Michael Schumacher suggested that the subcommittee review the list of issues that were brought up at the last meeting.

Review the matrix and bring the items identified by the subcommittee to the CCOC.

Additional work for subcommittee would include attending Personnel Board meetings and requesting information from Human Resources Director and City Attorney as the subcommittee proceeds in the review.

Find out from Human Resources Department what issues they are working on currently or because it was identified as an issue by the Council Human Resources is moving it up "on their plate" and if it is possible to receive an update in 3-6 months.

Continue to narrow down anything with budget implications. For example, staffing issues when several positions are open. How does this affect the department in getting work done?

**Issues 1.1. Job Description/Other Qualifications language** – Brad Wirtz stated that this was addressed in the report and is in the process of being reviewed. Ald. Brenda Konkel asked if the plan was to make "other qualifications" more clearly to applicants. She stated that people felt like they were unqualified for a position so they did not apply. Ald. Konkel suggested that the language include a variety of work experiences. Ald. Michael Schumacher requested that sample of user-friendly language be provided in the update.

**ACTION ITEM: Subcommittee members provide examples of what they consider "vague" language used in job announcements.**

*Example from City Treasurer Job Announcement:*

**TRAINING AND EXPERIENCE:** Three years of directly related supervisory experience incorporating substantive involvement in City Treasurer statutory responsibilities and the strategic investment and management of governmental funds. Such experience would normally be gained after graduation from an accredited college or university with a major in public administration, business, finance, accounting or a closely related field. **Other combinations of training and/or experience that can be demonstrated to result in the possession of the knowledge, skills and abilities necessary to perform the duties of these positions will also be considered.**

**Issue 1.2 Classification System** – Brad Wirtz noted that a study of the city’s classification system was done 10-12 years ago. After the study was completed the city continued to have the same classification system in place. Many positions were paid above the market rate of similar private sector positions. The city’s uses two pieces: how many people apply and what is the retention rate. Today 100’s of people apply and retention is high. We are the envy of employers.

Ald. Brenda Konkel stated that the classification system itself was not the issue. The issue was how positions with the same job title can be different between departments. Brad Wirtz stated that this was more a perception issues. For example an Analyst 1 at Metro is not the same as an Analyst 1 in other departments because Metro is an exception (federal positions).

Ald. Michael Schumacher thought that, for example, the Warner Park Community Recreation Center Facility Manager position should be at a higher salary, particularly if you compare the same type of position around the country.

Ald. Brenda Konkel thought that it was more about reclassification process: why did one person get reclassified and another in a similar position did not. Is there a system in place for reclassification?

Brad Wirtz stated that a department head, supervisor or the employee themselves can request a reclassification study. He noted that the Personnel Board oversees classification and reclassification of positions.

Ald. Michael Schumacher asked what the reclassification study entailed. Brad Wirtz stated that a job analysis is done and that Human Resources staff interviews the affected employee and the supervisor/department head. The Personnel Board then reviews the recommendation.

**ACTION ITEM: Copy of the Personnel Rules for subcommittee members**

**ACTION ITEM: Email link to the Salary Schedules to subcommittee members**

Kelli Lamberty noted that the problems MPSEA sees with reclassification system is that it is hard to understand the process and evaluation methods. The process is not written down anywhere. For example, what is the difference between Compensation Group 18, Range 4 and Compensation Group 18, Range 8 – what are the requirements?

Ald. Brenda Konkel thought that this might be a communication problem; what are the decision points, criteria, and education as it relates to the City’s classification system?

Brad Wirtz noted that Human Resources staff appears before the Personnel Board with a written analysis. The written analysis is attached in Legistar.

**ACTION: This might be an education issue. Brad Wirtz to evaluate what can and cannot be done relative to the City's classification system (e.g. another review, enhance the educational component so that people understand the classification system) and bring those ideas back to the subcommittee.**

**Issue 2. Human Resources Process Available On-Line/Customer Friendly** – Ald. Michael Schumacher would like to see the entire process on-line, similar to the process used by the Federal government. You are given a user name/ID to set up a profile. This allows you go back and apply for a number of positions.

Brad Wirtz noted that the RFP for the new financial software would include a human resources component. He was not sure if this type of on-line application would be part of the package. He would check.

**ACTION ITEM: Brad will give periodic updates on the RFP as it progresses.**

**Issue 3. Role of Personnel Board (Council High Priority)** - Ald. Brenda Konkel suggested that the subcommittee attend an upcoming Personnel Board meeting to let them know what the subcommittee is working on. It was noted that the Personnel Board members do receive training after they have been appointed to the board.

**ACTION ITEM: Notice the subcommittee quorum at future Personnel Board meetings and add them to a future meeting to provide an update to the Personnel Board.**

**Issue 4. Career Advancement/Development** – Kelli Lamberty, noted that MPSEA would be providing professional development opportunities for their members. She has participated in the Supervisory Academy and believed it to be very helpful.

Ald. Brenda Konkel noted that training budgets have been cut extensively over the last few years.

Ald. Michael Schumacher wanted to know how the city was doing overall on staff development and how managers are promoting this with their employees (particularly as it relates to Issues 4., 5., 6. and 7.)

Brad Wirtz stated that Karl van Lith is doing the best with the resources he is given in terms of staff development. The department head approves staff development and training.

Ald. Michael Schumacher sees Karl van Lith as a delivery mechanism for staff development opportunities. He wanted to know if Brad Wirtz or Karl van Lith have sat down with managers to find out what staff development issues they have and find out what gaps might exist. Brad Wirtz indicated that is no one is able to currently do this.

Larry Studesville noted that managers have many different levels of skill sets and you cannot assume that it is presumptive to expect every manager is an expert in staff development. He noted that the job he came from had performance evaluations and that they were tied into training. He also stated that not everyone wants to be a supervisor or manager.

It was noted that the city offers the following types of training:

Supervisory Academy: supervisor learns basic supervisory skills.

Leadership Academy: department managers, come together to solve problems (no longer offered?)

Ald. Brenda Konkel wanted to know if continuing training is offered for supervisors or department heads.

Brad Wirtz stated that if the Council wanted a performance function they would need an additional staff person.

**ACTION ITEM: Request Karl van Lith to attend a future meeting to discuss ongoing training of managers, supervisors.**

**Issue 5. Performance Evaluations** – Ald. Brenda Konkel noted that she was conflicted about performance evaluations. She believed that the use of ongoing feedback was more beneficial than a once-a-year performance review.

**ADD Issue 17. – Succession Planning**

Ald. Brenda Konkel said she had noticed that the city does not seem to have as many assistant directors as they once had. The subcommittee thought that this contributed to brain drain, not having a person to step in and that it was an issue with retirements.

Brad Wirtz noted that there is usually not a lot of time to do overlap training of new department head. Comp Group 21 employees are required to give a 3-month notice but the hiring process can take as long as 4-5 months.

**ACTION ITEM: Brad Wirtz to provide data on retirements in the next 5-year and how the city is prepared to handle future retirement numbers.**

It was noted that to create a succession plan would require money, time and other barriers but if we don't plan we will be reactive rather than proactive.

**Issue 6. Hiring & Interview panels -**

Lorie Olsen noted that hiring and interview panels are set up by each agency. They can have their own panel or they can request a panel from Human Resources.

Christie Hill noted that Department of Civil Rights has a list in order diversify the panel.

**Next Meeting**

Thursday, March 27, 2008 at 2:30 p.m., Room 417, City-County Building.

Review Issues 7 – 17

**Adjournment**

The meeting adjourned at 3:30 p.m.