

From: [Madison, Sabrina](#)
To: [Hillson, Erin](#); [Matthias, Isaac L](#)
Cc: [Kapusta-Pofahl, Karen](#); [Haas, Michael R](#); [Trimbell, Julie](#); [Maia Pearson](#); [Glass, Aairamique](#)
Subject: Re: Documents for Legistar Item
Date: Monday, June 1, 2026 12:42:50 PM
Attachments: [image005.png](#)
[image006.png](#)
[image007.png](#)
[IM Plain Language memo.pdf](#)
[IM Recruitment Timeline.pdf](#)
[DDH Committee Process Map_OIM Presentation.pdf](#)

Thanks Erin,

I've added Isaac to help with Legistar.

I won't be able to review until after 3pm so I may have clarifying questions at FC today. I'm sure though that what you've attached will not only help to answer questions I may have posed, but those that other Alders have as well as the public.

Isaac — please attach this thread and attachments to [2.93167](#)

Thanks,
Sabrina

From: Hillson, Erin <EHillson@cityofmadison.com>
Sent: Monday, June 1, 2026 12:32 PM
To: Kapusta-Pofahl, Karen <KKapusta-Pofahl@cityofmadison.com>; Haas, Michael R <MHaas@cityofmadison.com>; Madison, Sabrina <district17@cityofmadison.com>; Glass, Aairamique <AGlass@cityofmadison.com>; Trimbell, Julie <JTrimbell@cityofmadison.com>; Maia Pearson <mpearson.cob@gmail.com>
Subject: Documents for Legistar Item

Good afternoon, Alder,

Please see attached memo, recruitment timeline, and process map. Thank you for your patience with it. I see the finance committee agenda is not up currently, but I would intend on speaking to this at the Finance Committee. Hoping it resolves any questions you might have. I would ask Karen to help facilitate the process of getting it attached to the extension item.

Erin

OUR MADISON
INCLUSIVE, INNOVATIVE & THRIVING

Erin Hillson (she/her/hers)
Director of Human Resources



City of Madison Human Resources
Ph: 608-266-4615 Fax: 267-1115
Email: ehillson@cityofmadison.com
215 Martin Luther King, Jr. Blvd. Rm. 261
Madison, WI 53703

If you have feedback on my customer service, please share it via this link:

<https://www.surveymonkey.com/r/S7FNPGY> Thank you!



PRIVILEGE AND CONFIDENTIALITY NOTICE

This email, including attachments, may include protected health information (PHI), confidential and/or proprietary information, and may be used only by the person or entity to which it is addressed or the individuals designated to view such information per HIPAA regulations. This communication may contain information, which is privileged, confidential and exempt from disclosure under applicable law. If the person receiving this message is not the intended recipient or you have received this message in error, any review dissemination, distribution, electronic storage, transmission or copying of this information is strictly prohibited. If you have received this email in error, please notify the sender immediately and purge the electronic message from your system. Thank you for your cooperation.

CITY OF MADISON
INTER-DEPARTMENTAL
CORRESPONDENCE

DATE: June 1, 2026

TO: Sabrina Madison, Council President

FROM: Erin Hillson, Director of Human Resources

SUBJECT: **Recruitment Process for Independent Police Monitor (IM)**

As Director of Human Resources, I was asked on May 29, 2026, to provide “a plain language memo on the IM hiring process, the hiring plan, and any other helpful information that would provide alders background information on the process and what’s coming up next.” I was asked to attach this to the legislative item for the extension of the provisional appointment for Aeiramique Glass, Independent Monitor. As such, please see below and attached timeline and slides.

Background and Provisional Appointment Timeline

October 1/2025	Met with the Police Civilian Oversight Board (PCOB) Executive Subcommittee in closed session to discuss the Independent Police Monitor (IM) evaluation and potential next steps.
10/3/2025	IM Copely elected to resign.
10/8/2025	PCOB Executive Subcommittee elected to post the position for an interim Independent Police Monitor.

Note: A provisional appointment can be made by a hiring authority without a competitive process.

10/13/2025	Interim position posted with Chair Pearson’s approval for provisional appointment.
10/15/2025	Met with PCOB to discuss hiring process for interim IM.
10/22/2025	Posting deadline.
10/30/2025	Met with hiring team to discuss candidates and complete next steps in hiring process.
11/5&11/8	Initial interviews held with candidates. Finalists sent to 11/12/2025 meeting.
11/12/2025	Interim IM Glass selected.
12/8/2025	Interim IM Glass began.

It is important to note we anticipated the interim appointment would need to be for approximately 12 months. We believed it would be difficult to recruit an interim IM for a shorter time because appointments under 12 months are ineligible for health insurance.

Since we selected someone who was able to perform the full breadth of IM duties, we decided to

focus on the onboarding process for the interim IM before starting the process of posting for the permanent position. IM Glass, PCOB Chair Pearson, HR Analyst Supervisor Julie Trimbell, and I met in March, 2026, to begin focusing on the hiring process for the permanent IM. As I do not have authority to extend a provisional appointment without Council approval, this legislative item was introduced in May to obtain that approval.

Process

We will be approving the timeline, anticipated hiring process, and Equitable Hiring Plan participants at the June PCOB meeting. That group will then meet while the hiring manager (IM Glass) works with appropriate subcommittees of the PCOB to conduct the robust community engagement required by ordinance. The full job posting will be approved in September by the PCOB and then posted.

While the position is posted, our internal staff will conduct recruitment activities in partnership with the PCOB, which is expected to also engage in community outreach and active recruitment for the position. The position will close sometime mid-October, and the applicants will first be screened by the HR Analyst and hiring manager to ensure applicants meet the minimum qualifications included in the job posting.

Following the minimum qualification screening, a group of evaluators selected by the PCOB will conduct a more extensive evaluation (often referred to as supplemental essay question screening), and a final list of candidates will be sent for interview (referred to as an oral board examination). Interviews will be conducted in November, and finalists will be invited for final interviews and/or presentations for the PCOB and potentially the community.

The PCOB is expected to then meet in closed session in December to select the final candidate. It should be noted that we are not allowed to release the names of candidates publicly until we get to the final candidate stage in December. Reference checks are then conducted, and a conditional offer is made to the finalist. Once a finalist is selected, we conduct a full background check and then negotiate a contract.

We expect that a contract for the permanent IM will be presented to the Council in January, 2027, for final approval and that the permanent IM will start in February. We would like a double-fill period of no longer than six weeks to allow for a comprehensive onboarding of the permanent Independent Monitor.

Roles

HR Analyst

- Facilitate process with hiring manager, including essay review and oral board examination
- Provide all initial documentation and facilitate Equitable Hiring Plan meeting
- Draft posting and complete post in NeoGov
- Complete minimum qualification screening

- Facilitate background checks

Director of Human Resources

- Complete negotiation of contract
- Submit contract to Common Council for final approval

Talent Acquisition Specialist

- Complete advertising as designed on Equitable Hiring Plan

Hiring Manager (IM Glass)

- Final approval for posting
- Establish Equitable Hiring Plan committee and propose panels
- Assist with screening of applicants in initial part of the process
- Finalize interview and supplemental essay questions and benchmarks
- Complete reference checks

OIM Program Assistant

- Submit requisition in Gov
- Set up all meetings and ensure all meetings are noticed appropriately
- Responsible for interview set-up and information to all candidates
- Complete all Gov processing

PCOB

- Approve major portions of the process, including process itself
- Participate in Equitable Hiring Plan and various panels
- Conduct final interviews and make final selection

Equitable Hire Committee

- Participate in Equitable Hiring Plan and various panels
- Develop initial priorities for position
- Provide suggestions for initial interview and screening questions
- Assist with outreach and community listening sessions

Date	Meeting/Resp	Participants
3/23/2026	HM #1	Erin, Meeka, Julie, Maia
4/1/2026	PCOB#1	Julie, Meeka, Maia, PCOB Exec
June	OIM	Chioma
June	PCOB #2	Erin, Julie, Meeka, Maia PCOB Exec
June PCOB	Community	Designed by OIM/HM
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members
July/August	Community	Designed by OIM/HM
September	PCOB #3	Erin, Julie, Meeka, Maia, full PCOB
September	HR	Julie
September	HR	Javian
October	HR	Julie
15-Oct	HR/IM	Julie, Meeka (if needed)
October	PCOB	Hiring panel
November	PCOB/HR	Hiring panel
December	PCOB/Community	PCOB, Chioma
December	PCOB	PCOB, Chioma
December	PCOB	PCOB, Chioma
December	IIM	IIM
January	HR	Erin
January	HR	Erin
January	HR	Erin
	HR	Erin
February	OIM	IIM

Purpose
Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.
Share previous outline of process and recruitment ideas, share equitable hire plan and when Equitable Hire Plan would begin, solicit assistance in drafting initial job posting
Submit requisition for hiring
Share full draft of timeline and hiring plan, ask questions around what their priorities are, recruit for Equitable Hire Plan meeting
Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.
Go through Equitable Hire Plan initial steps (may be two meetings)
Complete robust community engagement meetings
Approve job posting, approve hire plan, approve brochure for hiring, and resolve question around whether or not to extend posting to allow for interim application
Recruitment Opens
Recruitment efforts
Recruitment closes
Initial MQ Screening
Initial Supplemental Screening
Oral Boards
Interview of finalists with Community
Interview of finalists with PCOB
Closed session PCOB deliberation
Reference checks and selection
Contract negotiated by HR
Legistar introduction
Finance Committee approval
Council Approval
Start date

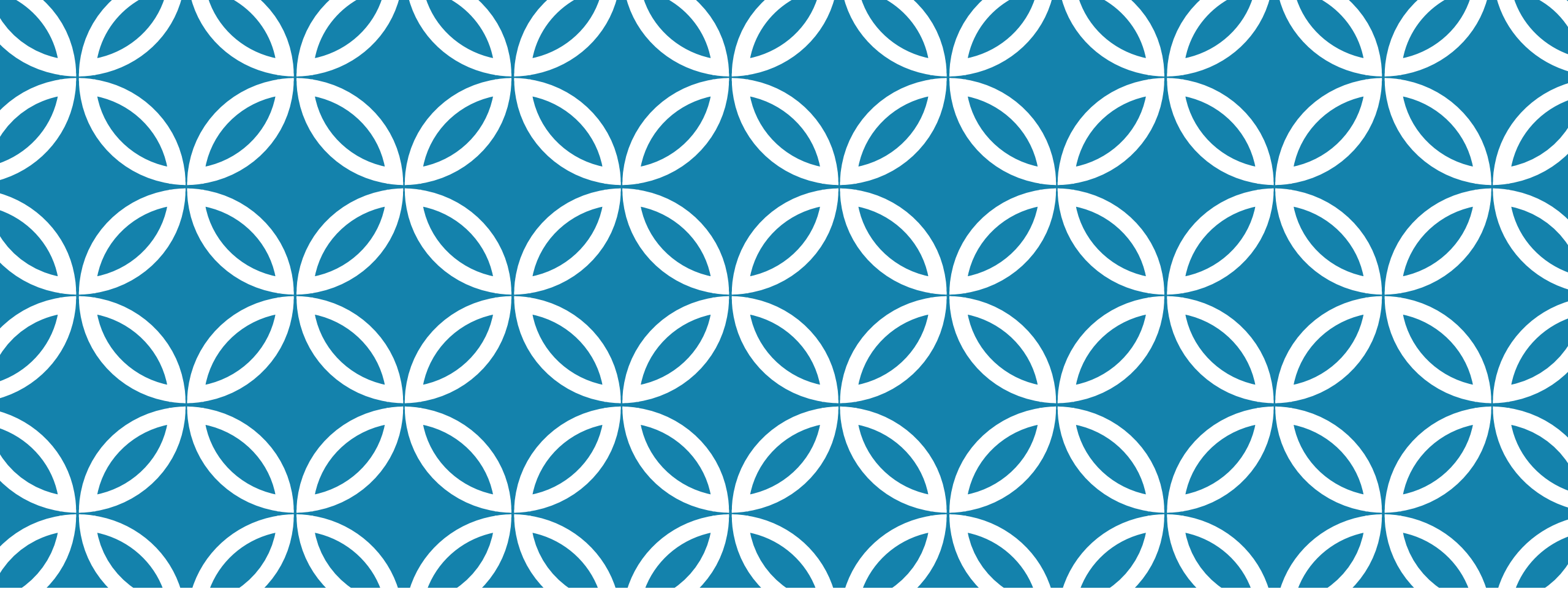
Public Mtg. Required

Public Mtg

Public Mtg

Public Mtg with closed session portion

Public Mtg with closed session portion



HIRING PROCESS AND TIMELINE – INDEPENDENT POLICE MONITOR



Process Roles

- HR Analyst:
 - Facilitate process with hiring manager inc. essay review and Oral Board
 - Provide all initial documentation and facilitate equitable hire meeting
 - Draft posting and complete post in Neogov
 - Complete minimum qualification screening
 - Facilitate background checks
- Director of Human Resources
 - Complete negotiation of contract
 - Submit contract to Common Council for final approval
- Talent Acquisition Specialist
 - Complete advertising as designed on Equitable Hire Plan

Process Roles

- Hiring Manager:
 - Final approval for posting
 - Establish Equitable Hire Plan committee and propose panels
 - Assist with screening of applicants in initial part of the process
 - Finalize interview and supplemental essay questions and benchmarks
 - Complete reference checks
- OI Program Assistant:
 - Submit NeoGov requisition
 - Set up all meetings and ensure all meetings are noticed appropriately
 - Responsible for interview set-up and information to all candidates
 - Complete all Neogov processing

Process Roles

- PCOB:
 - Approve major portions of the process including process itself
 - Participate in Equitable Hire Plan and various panels
 - Conduct final interviews and make final selection
- Equitable Hire Committee:
 - Participate in Equitable Hire Plan and various panels
 - Develop initial priorities for position
 - Provide suggestions for initial interview and screening questions
 - Assist with outreach and community listening sessions

Legend

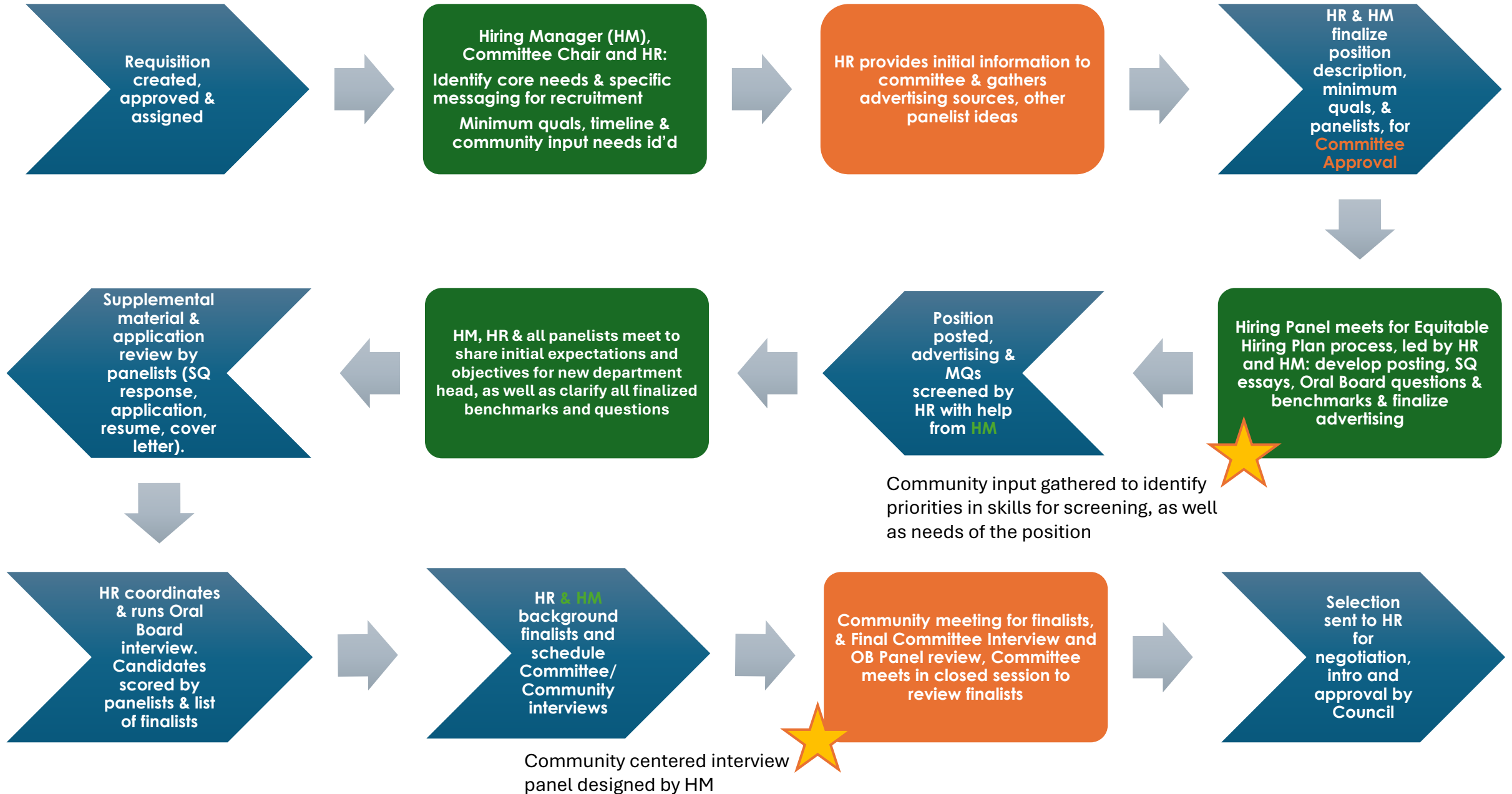
Roles

- Committee - 
- Hiring Manager- 
- HR - 

Symbols

- Boxes = Meetings
- Arrows = Action Step

Committee CG 21 Recruitment Process



Proposed Timeline – Initial Steps

Date	Meeting/Resp	Participants	Purpose	Public Mtg. Required
3/23/2026	HM #1	Erin, Meeka, Julie, Maia	Outline the last process, begin review of initial needs and steps, discuss potential timeline and need for robust community outreach plan, discuss PCOB Meeting#1, volunteers to review initial PD and timeline prior to presentation in May.	
4/1/2026	PCOB#1	Julie, Meeka, Maia, PCOB Exec	Share previous outline of process and recruitment ideas, share equitable hire plan and when Equitable Hire Plan would begin, solicit assistance in drafting initial job posting	Public Mtg
June	OIM	Chioma	Submit requisition for hiring	
June PCOB	PCOB #2	Erin, Julie, Meeka, Maia PCOB Exec	Share full draft of timeline and hiring plan, ask questions around what their priorities are, recruit for Equitable Hire Plan meeting	Public Mtg
June	EHP #1	Julie, Meeka (maybe), Maia, other equitable hire plan members	Go through Equitable Hire Plan initial steps (may be two meetings)	Public Mtg with closed session portion
June – August	Community	Designed by OIM/HM	Gather feedback on what they see as key assessment needs, communicate full hiring plan, respond to questions.	
September	PCOB#3	Erin, Julie, Meeka, Maia, full PCOB	Approve job posting, approve hire plan, approve brochure for hiring, and resolve question around whether or not to extend posting to allow for interim application	