

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