



Common Council Chief of Staff
Position Review and Re-envisioning

Recommendations to review and advance Common Council Chief of Staff Position

Background

The Common Council Chief of Staff is a new position with the City of Madison. The position was created to support three major focus areas:

- 1) **Strategic management of the Council Office and staff** – this includes developing staff and program level strategies, setting priorities, problem solving and providing leadership to ensure optimal support for Alders in the execution of Alder initiatives and responsibilities.
- 2) **Expert consultation and support for Alders in the analysis of City policy** – including supporting Alders in navigating City legislative and administrative processes and procedures.
- 3) **Relationship building and communication support** – this includes serving as a communication and policy liaison between the Common Council Office, the Mayor’s Office, City managers and staff, and the public.

With any new position, it is important to create intentional time and space to review the desire for the position, with the actual state and changing needs for the position.

Recommendations

The City of Madison Employee Voice Survey indicated a citywide need to identify and adopt a more robust performance management system to provide individual employees feedback; a project team formed to begin work on that objective. The Common Council Chief of Staff position will receive individual level feedback as part of the citywide process. This process is designed to look at the position specifically and not the individual.

Specifically, this document seeks to provide recommendations to the Common Council Executive Committee by:

- Reviewing the position as currently designed to identify areas of strength and opportunity; and
- Informing a potential “re-envisioning” of position and subsequent update of position description.

Timeline:

With many new alders, it is important to level-set expectations for the Common Council Chief of Staff position as defined in the current position description and to prime alders to assess their needs for the position prior to reviewing and refining it. In order to meet those needs, the following timeline is recommended:

- September 2019 – Communicate purpose of survey; Introduce/Refine survey tool; Share Common Council Chief of Staff Position Description
- January 2020 – Send out survey (2 yrs after position filled); Collect data
- February 2020 – Summarize Data; Create Report
- March 2020 – Share Data with Common Council Executive Committee
- April 2020 – Update/Revise Common Council Chief of staff Position Description as needed

Next Steps

- Work with Human Resources - Organizational Development Unit to develop survey tools for distribution to members of the Common Council and Department/Division Heads in order to establish benchmarks for the

position as it is currently designed (**Addendum A**). The survey tool was developed from the current Position Description (**Addendum B**). The survey tool will also assess gaps and potential future shifts in the role.

- Work with Human Resources - Organizational Development Unit to review and summarize data in an executive report to present to the Common Council Executive Committee. Report will include recommendations for advancing the Common Council Chief of Staff Position.
- Meet with Common Council Executive Committee to review data and recommendations for approval/adoption or revisions.

Asks

- Review, revise and approve recommendations to review and advance Common Council Chief of Staff Position.
- Review, revise and approve Survey Tool
- Review, revise, and approve timeline and checkpoints for project completion

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Addendum A: Survey Tool

The Common Council Chief of Staff is a new position with the City of Madison. The position was created to support three major focus areas:

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The City of Madison Employee Voice Survey indicated a citywide need to identify and adopt a more robust performance management system to provide individual employees feedback; a project team formed to begin work on that objective. The Common Council Chief of Staff position will receive individual level feedback as part of the citywide process. This process is designed to look at the position specifically and not the individual.

This survey seeks to provide recommendations to the Common Council Executive Committee by:

- Reviewing the position as currently designed to identify areas of strength and opportunity; and
- Informing a potential “re-envisioning” of position and subsequent update of position description.

Your confidential feedback will help shape the future direction of the Common Council Chief of Staff position. ***If you are unsure, or if the question does not apply to your experience or interactions with the Common Council Chief of Staff, please select “Unsure”.***

All questions will be followed by a 5 pt. Likert Scale (Strongly Agree, Agree, Unsure, Disagree, and Strongly Disagree)

- 1) The Common Council Chief of Staff position helps create **efficiency** within the Common Council Office.
- 2) The Common Council Chief of Staff position supports **creativity** in the Common Council Office.
- 3) The Common Council Chief of Staff position promotes **accountability** within the Common Council Office.
- 4) The Common Council Chief of Staff position encourages **accessibility** with the Common Council Office.
- 5) The Common Council Chief of Staff position promotes access to **resources/tools** in the Common Council Office.
- 6) The Common Council Chief of Staff position helps with **problem solving**.
- 7) The Common Council Chief of Staff position upholds **organization** in the Common Council Office.
- 8) The Common Council Chief of Staff position supports **effective communication** with the Common Council Office.
- 9) The Common Council Chief of Staff position helps **information sharing** with the Common Council Office.
- 10) The Common Council Chief of Staff position promotes **relationships** with the Common Council Office.
- 11) The Common Council Chief of Staff position encourages **policy development**.
- 12) The Common Council Chief of Staff position supports **policy analysis**.
- 13) The Common Council Chief of Staff position helps with **policy implementation**.

Closing Question/Open Ended Question: (text box)

1. What is your level of engagement with the Common Council Chief of Staff
 - a. (5 pt. Likert Scale: Very Engaged, Somewhat Engaged, Unsure, Somewhat Disengaged, Very Disengaged)
2. What is your level of satisfaction with the services or information you receive from the Common Council Chief of Staff
 - a. (5 pt. Likert Scale: Very Satisfied, Somewhat satisfied, Unsure, Somewhat Dissatisfied, Very Dissatisfied)
 - b. What services or information would you like to receive from the Common Council Chief of Staff?

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Addendum B: Position Description

CITY OF MADISON POSITION DESCRIPTION

1. Name of Employee (or "vacant"):

Work Phone:

2. Class Title (i.e., payroll title):

Council Chief of Staff

3. Working Title (if any):

Council Chief of Staff

4. Name & Class of First-Line Supervisor:

Work Phone:

5. Department, Division & Section:

Common Council

6. Work Address:

7. Hours/Week: 38.75

Variable workweek.

Position will require attendance at Common Council, Finance Committee, and Executive Committee meetings, which generally take place after 4:30pm

8. Date of hire in this position:

9. From approximately what date has employee performed the work currently assigned:

10. Position Summary:

This position will be responsible for the strategic management of the Council Office and staff. This includes developing staff and program level strategies, setting priorities, problem solving and providing leadership to ensure optimal support for Alders in the execution of Alder initiatives and responsibilities. The incumbent will provide expert consultation and support in the analysis of City policy and will provide assistance to individual Alders in navigating City legislative and administrative processes and procedures. The incumbent will build relationships and serve as a communication and policy liaison between the Common Council Office, the Mayor's Office, City managers and staff, and the general public.

11. Functions and Worker Activities: (Do NOT include duties done on an "Out-of-Class" basis.)

40% A. Policy Development, Analysis, and Implementation

1. Review the policy analysis of Council Office Staff, identify areas for improvement, and facilitate the movement from policy analysis to Common Council action. Suggest resolutions or ordinance modifications where appropriate.
2. Maintain a neutral position on policy decisions while providing expert advice and consultation to Alders on a wide range of highly complex, sensitive, and confidential topics.
3. Work with the Mayor's Office, City departments, community organizations, and other entities where tact, persuasiveness and judgment must be exercised to reach an objective or maintain goodwill.
4. Assist council members in navigating City legislative and administrative policies and procedures.
5. Work with City Department Heads and Managers to determine the impact of legislative decisions on City operations and report the impacts to Council.

6. Provide independent analysis of budget items, suggest alternatives, provide analysis to the Executive Committee, and develop summaries and updates of the status of budget amendments.
7. Review City programs and provide analysis at the direction of the Executive Committee.
8. Perform or manage special projects.
9. Perform other duties as assigned.

40% B. Strategic Management of Common Council Office Operations

1. Oversee all aspects of the Common Council Office, including planning and organizing work and resources to ensure the highest level of service possible. Analyze and modify organizational structures and work flow to improve efficiency, creativity, and accountability.
2. Supervise, plan, organize, coordinate, assign and evaluate the work of Council Office staff. Establish and implement operational policies, goals and objectives for the department within guidelines provided by the Executive Committee; and assure departmental operations are carried out.
3. Facilitate and lead the hiring, coaching, training, engagement, and development of Council Office staff to allow staff to reach maximum potential and performance.
4. Work with City Staff and the Executive Committee to ensure the deployment of effective tools and practices to allow Alders to fulfill duties and responsibilities in an efficient and effective manner.
5. Work with Alders and Council Office staff to identify work being done by multiple alders which could be done more efficiently and as effectively by Council Office staff.
6. Work with Council Office Staff, City Staff, and Alders to resolve problems, identify areas for improvement, facilitate change, and take corrective action when necessary.
7. Demonstrate a commitment to the City's racial equity and social justice initiatives (RESJI). Participate in and help lead city-wide and agency efforts toward implementing RESJI principles. Provide supervision of staff in a manner consistent with recommendations and best practices outlined by the City's employee engagement and equity initiative.

20% C. Common Council Office Communications

1. Attend Common Council, Executive Committee, Department/Division Head, Finance Committee, and other meetings at the direction of the Executive Committee to ensure appropriate communication and the free flow of information between the Common Council, Mayor's Office, and City Staff.
2. Ensure appropriate communication with various City Managers on a regular basis to discuss council priorities and communication of City and agency goals, initiatives, plans, and policy related issues.
3. Work with the City Attorney's Office and IT to ensure timely and appropriate responses to community inquires and public information requests.
4. Respond to requests from the media and develop press releases at the direction of the Council President and/or the Executive Committee.
5. Review and prepare a variety of correspondence and reports for Alders at the direction of the Council President and/or the Executive Committee.
6. Ensure appropriate communication and build working relationships with the Mayor's Office and City Staff.
7. Make presentations to the Common Council and various committees.

12. Primary knowledge, skills and abilities required:

- Thorough knowledge of government operations.
- Knowledge of the functions, organization, procedures, law, ordinances, and regulations involved and related to the activities of municipal departments and how they relate to the Common Council Office.
- Knowledge of and ability to use computer software applicable to the duties of the position.
- Ability to evaluate complex policies and recommend effective changes.
- Ability to communicate complex policy proposals and results to policy makers using oral presentation and written communication skills.
- Ability to review the effectiveness of programs.
- Ability to develop private and public communications and maintain positive public relations.
- Ability to plan, organize, prioritize, coordinate, assign and evaluate the work of Council Office staff.
- Ability to assess overall departmental effectiveness in carrying out its strategic objectives.
- Ability to mentor, assess and define training needs of Council Office staff.
- Ability to effectively communicate with elected officials, staff and members of the public.
- Ability to establish and maintain effective working relationships with other employees, government officials, civic organizations and community agencies, the media, and the general public.
- Ability to exercise patience and diplomacy.
- Ability to meet deadlines.
- Ability to maintain confidentiality of sensitive information.
- Ability to work effectively with a diversity of communities.
- Ability to maintain adequate attendance.

13. Special tools and equipment required:

This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. Must be available to attend evening meetings of committees, boards and public hearings.

14. Required licenses and/or registration:

15. Physical requirements:

Ability to sit for long periods of time; ability to endure stressful situations and react in a positive manner.

16. Supervision received (level and type):

17. Leadership Responsibilities:

This position: is responsible for supervisory activities (Supervisory Analysis Form attached).

has no leadership responsibility.

provides general leadership (please provide detail under Function Statement).

18. Employee Acknowledgment:

I prepared this form and believe that it accurately describes my position.

I have been provided with this description of my assignment by my supervisor.

Other comments (see attached).

EMPLOYEE DATE

19. Supervisor Statement:

I have prepared this form and believe that it accurately describes this position.

I have reviewed this form, as prepared by the employee, and believe that it accurately describes this position.

I have reviewed this form, as prepared by the employee, and find that it differs from my assessment of the position. I have discussed these concerns with the employee and provided them with my written comments (which are attached).

I do not believe that the document should be used as the official description of this position (i.e., for purposes of official decisions).

Other comments (see attached).

SUPERVISOR DATE

Note: Instructions and additional forms are available from the Human Resources Dept., Room 501, City-County Bldg. or by calling 266-4615.

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