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**REPORT OF: CCOC Subcommittee to Review City Hiring Practices & Policies**

**TITLE: Recommendations on Hiring Practices Report & MPSEA Report**

**DATED: June 16, 2009**

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The Common Council Organizational Committee (CCOC) Subcommittee to Review City Hiring Practices and Policies was created by the CCOC on January 8, 2008. Ald. Brenda Konkel, District 2 and Ald. Michael Schumacher, District 18 were appointed to serve on the subcommittee. The subcommittee was charged with reviewing and making recommendations on the following reports:

1. Hiring Practices Report - Department of Civil Rights, Affirmative Action Division and the Human Resources Department dated December 2007
2. Recommendations for changes to the Madison General Ordinance and Administrative Procedure Memo regarding Hiring Practices - Madison Professional Supervisory Employees Association (MPSEA) dated December 4, 2007.

The subcommittee further defined their charge to include:

1. Identifying related personnel issues (matrix).
2. Identifying and making recommendations on the top three or four Council issues in the matrix and forward those recommendations to CCOC for feedback.
3. Forwarding final recommendations to CCOC, Personnel Board and Common Council.

The following is the list of identified issues, findings and recommendations:

**Position Description Language**

Issue: Position description terminology confusing to applicants externally and internally.

Recommendation: Concur with the recommendation in Hiring Practices Report to clarify terminology used in position descriptions.

**Strategic oversight over classification system**

Issue: Employees have a limited understanding of the classification process.

Recommendation: New Personnel Rules will clarify the classification process used by Human Resources.

**Human Resources processes need to be available on-line and customer-friendly**

Issue: No one area for employees to access information on personnel rules, Mayoral APM's, labor relations information, etc.

Recommendation: Human Resources staff will work with City IT staff to create a webpage in EmployeeNet for employees to access Human Resource information.

**Role of Personnel Board**

Issue: There are gaps in personnel issues that may be addressed by the Personnel Board.

Recommendation: Requested Human Resources Director to research other municipalities for Personnel Board missions and present findings to Personnel Board for discussion.

### **Career Advancement, Training and Performance Expectations**

Issue: No clear process for career advancement, training requests and conveying performance expectations.

Recommendation: Human Resources staff will identify gaps in training for career advancement and development of customer service skills.

### **Hiring and interview panels**

Issue: Hiring and interview panels should be diverse.

Recommendation: Concur with recommendation contained in Hiring Practices Report to insure interview panels and raters are diverse as well as the recommendations contained in the 2009 Affirmative Action Plan. Also recommend that one person on a certified interview panel not be under the appointing authority (Department Head).

### **Employee evaluations**

Issue: No formal evaluation process for employees.

Recommendation: Encourage departments to develop works plans and provide additional training to supervisors on giving performance feedback to employees.

### **Merit increases**

Issue: City does not provide merit increases.

Recommendation: Employees are currently offered COLA, longevity pay and collective bargaining through unions.

### **Council's role in union contracts/managerial contracts**

Issue: Language exists in Madison General Ordinances 3.13(5)(d)

Recommendation: Human Resource Director will insure that the ordinance is followed and notify the Council when Board of Estimates is meeting on labor relations activity.

### **Mayoral Managerial Hiring Practices**

Issue: Often with transitions between administrations there are differences in hiring managers. Some mayors promote employees from within to managerial positions, while others prefer to hire managers externally.

Recommendation: The city should always conduct a nationwide search to fill a Compensation Group 21 position and if a nationwide search is not used, the reason behind that decision should be communicated to the council.

### **Interim managerial appointments/double-filling/timing of appointments**

Issue: Process of appointing interim managers confusing.

Recommendation: Ordinance, Legislative File No. 11092 was adopted by the Common Council on 9/2/08 that addresses this issue.

### **Role in evaluation of Compensation Group 21 employees**

Issue: Develop a form where alders can provide input on city managers to the Mayor.

Recommendation: Update evaluation form used in 2000 and conduct yearly evaluations of all managers in January or February. (Human Resources Director is now noting how long manager has been in their position when emailing notice of managerial contract renewals).

### **Residency rules**

Issue: Residency rules are applied inconsistently in the city.

Recommendation: CCOC review draft ordinance to exempt Compensation Group 18 & 44 from the city's residency rules.

## **Recruitment & Promotion Policies**

Issue: Inconsistent and/or different policies and processes for recruitment and promotion of employees.

Recommendation: City Attorney will issue an opinion on Police and Fire Commission and Common Council interactions on police and fire promotions.

## **Reorganizations**

Issue: No standard practice for department reorganizations.

Recommendation: Human Resources develop process steps for future reorganizations for CCOC review.

The subcommittee met twelve (12) times: January 29, 2008, February 28, 2008, March 12, 2008, March 27, 2008, April 23, 2008, June 23, 2008, December 16, 2008, January 8, 2009, March 3, 2009, March 9, 2009, March 25, 2009 and April 15, 2009.

In addition to the subcommittee members the following staff attended meetings:

### Mayor's Office

Janet Piraino, Mayoral Chief of Staff

### Human Resources Department

Brad Wirtz, Director

Lorie Olsen, Personnel Services Manager

Mike Lipski, Compensation & Benefits Manager

Karl van Lith, Organizational Development & Training Officer

Judy Hughes, Personnel Analyst 2

Sylvia Moss, Personnel Technician 2

### Department of Civil Rights

Lucia Nunez, Director

Larry Studesville, Interim Director

Christie Hill, Affirmative Action Specialist

### MPSEA Representatives

Lorri Wendorf, President

Kelli Lamberty, Board Member

Chris Duerner, Board Member

### Common Council Office

Lisa Veldran, Administrative Assistant