



Human Resources Department

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From: Brad Wirtz, HR Director

To: CCOC

Re: Common Council Chief of Staff

A President's Work Group was created to facilitate the development and implementation of the Common Council Chief of Staff position that was approved in the 2017 Operating Budget. Ald. Denise Demarb (Chair), Ald. Ledell Zellers and Ald. Shiva Bidar-Sielaff were appointed to serve on the work group.

In addition to the Work Group members, the following HR staff attended meetings:

Brad Wirtz, HR Director
Susan Gafner, HR Analyst
Mike Lipski, HR Services Manager

The Work Group has drafted recommendations for the following items:

- Position Description
- Reporting Structure
- Council Office Structure
- Compensation Group/Salary Range
- Ordinance Requirements
- Employment Contract
- Recruitment Process
- Screening Process
- Interview Questions

Position Description

Recommendation: The work group defined three major areas of focus for the position broken down into the following percentages: 40% Policy Development, Analysis, and Implementation, 40% Strategic Management of Common Council Office Operations, and 20% Common Council Office Communications. The percentages and job responsibilities are subject to change over time as experience with this new position provides additional insight and job responsibilities evolve. A draft position description is attached.

Reporting Structure

Recommendation: Similar to how the Library Director reports to the Library Board, the Chief of Staff will report directly to the Executive Committee. The Executive Committee will be responsible for directing the work of the Chief of Staff and any required personnel actions. The Council President will provide oversight for daily administrative tasks such as vacation and sick leave approvals.

Council Office Structure

Recommendation: All Council Office Staff as well as the Common Council Legislative Analyst will report to the Chief of Staff.

Compensation Group/Salary Range

Recommendation: Although the approved budget references placement of this position into Compensation Group 19, Range 28, the Work Group is recommending placement of this position into Compensation Group 21, Range 18 (\$94,365 - \$127,391). After reviewing the salary of comparable external positions, considering internal positions, and the job responsibilities and training and experience requirements, the Work Group believes this range is appropriate to recruit a reasonable amount of qualified and talented candidates.

Ordinance Requirements

Recommendation: It would be appropriate to create an ordinance similar to that of Deputy Mayor, exempting this position from the Civil Service and the managerial compensation plan, and identifying the reporting and benefit structures. The ordinance which includes the salary range for compensation group 21 should also be modified to incorporate the position of Common Council Chief of Staff in Range 18. The City Attorney's Office has drafted an ordinance which is attached. Other terms and conditions of employment will be outlined in the employment contract, similar to members of Compensation Group 21, which is described below. A draft ordinance is attached.

Employment Contract

Recommendation: In order to provide job security to the candidate and consistency for the council office, the Work Group is recommending a 5-year employment contract similar to others in Compensation Group 21. The contract identifies the duties and responsibilities of the position, and outlines the terms of employment and other requirements. The Executive Committee would be solely responsible for offering renewal of the contract to the current incumbent following the completion of the 5-year term. Upon selection of the candidate, the contract would be negotiated by the HR Director at the direction of the Executive Committee and approved by the Common Council. A draft contract is attached.

Recruitment Process

Recommendation: Human Resources recruit for applicants through the following organizations:

- [UW-Madison LaFollette School of Public Affairs](#)
- [UW-Madison Department of Urban and Regional Planning](#)
- [UW-Madison](#) & [UW Milwaukee](#) Departments of Political Science

- [UW-Madison](#) & [UW-Milwaukee](#) Departments of Sociology
- [UW-Madison Law School](#)
- [Marquette University Law School](#)
- [National League of Cities](#)
- [International City/County Management Association](#)
- [League of Wisconsin Municipalities](#)
- [National Conference of State Legislators](#)
- [Council of State Governments](#)
- [National Governor's Association](#)
- [U.S. Conference of Mayors](#)
- [Idealist.org](#) type of site
- [CNU.org](#) (Congress for New Urbanism)
- [Linkedin.com](#)
- Recommendations from Department of Civil rights
- Recommendations from GARE (Government Alliance on Race & Equity)
- Additional recommendations from Council Members
- Council members will be encouraged to share the posting with potential candidates they feel will be a good fit for the position.

Screening Process

Recommendation: HR will perform an initial screen for minimum qualifications. Following the initial screening, a formal resume screen will be conducted by subject matter experts to rank the top 20 candidates. An initial interview of the top 10 candidates, including benchmarks and scoring criteria, will be conducted by a group consisting of alders and others identified by the Executive Committee. The top 2-4 candidates will be interviewed by the Executive Committee and a final candidate will be selected.

Interview Questions

Recommendation: Human Resources staff would work with alder(s) to develop the resume screen, benchmarks and interview questions.

Training & Experience

Recommendation: Given the knowledge and ability expectations outlined in the position description, HR is recommending required experience consist of 4 years of related experience in policy development and advocacy, and a Bachelor of Arts degree in public policy, public administration, journalism, finance, or urban studies. A Master's degree in public policy, urban planning, political science, public administration or a law degree could be substituted for 2 years of experience.