



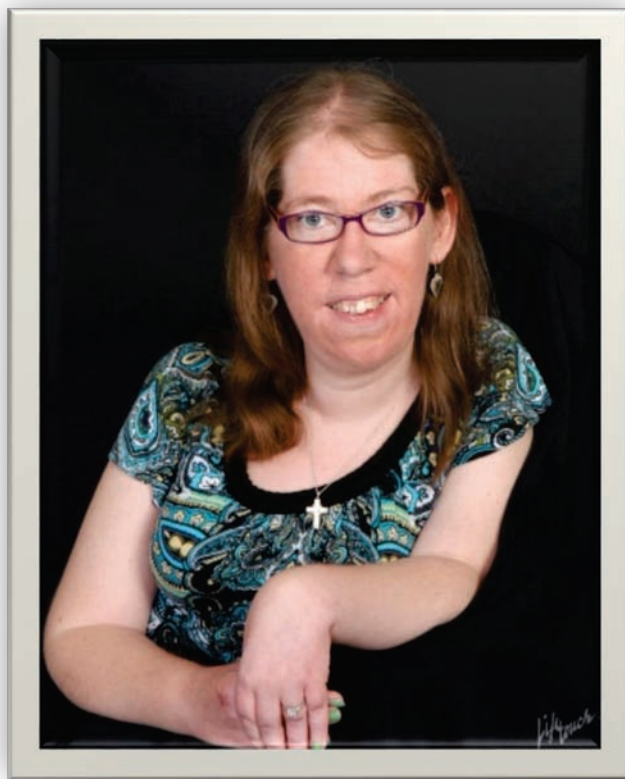
**City of Madison**  
**Equitable Workforce (Affirmative Action) Plan**  
**Third Year (2018) Progress Report**

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Prepared by: Department of Civil Rights, Norman D. Davis, Director

IN LOVING MEMORY OF

**Kirsten Vanderscheuren**  
1982 - 2019



*This Plan is submitted in loving memory of Kirsten Vanderscheuren, Affirmative Action Specialist. Kirsten was a major contributing author of this document and her work to bolster the City of Madison equitable workforce practices will ensure that her spirit always guides our organization's efforts to achieve true equity and diversity.*

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## Introduction

The City of Madison is an employer committed to ensuring affirmative action, equal opportunity, and nondiscrimination in compliance with Madison General Ordinance Chapter 39, and federal and state laws. This means that affirmative action and equal opportunity principles will be applied to all employment policies, procedures and programs. This is consistent with the City of Madison's leadership and progress in achieving and ensuring diversity in the workplace.

## Mayor's Commitment to Affirmative Action and Equal Employment Opportunity

Madison is growing and changing and our population is becoming more diverse. Our workforce must reflect the true diversity of our city in order to benefit from all the advantages that diverse perspectives and experiences bring. We know that institutions are more successful if their workforces—and leadership—are diverse. The City of Madison welcomes the excitement of changing demographics. As public employees, we must reconfirm our commitment to the principles of equity, affirmative action and equal opportunity.

The City is intent on creating a workplace free from harassment and discrimination—an environment where all employees feel valued, respected, and proud. This requires of Madison a more aggressive implementation of actions that reflect our commitment to principles of equity and social justice.

This plan is a part of the City's overall commitment to a workforce that encourages diversity and inclusion. This is our legacy to future generations of residents.

The Department of Civil Rights provides leadership and expertise in attracting, developing and sustaining a diverse workforce. The focus of our program is to uncover and eliminate discriminatory barriers against women, racial/ethnic minorities and people with disabilities.

Please visit the Department of Civil Rights website at [cityofmadison.com/civil-rights](http://cityofmadison.com/civil-rights) to review our Equitable Workforce Plan and Affirmative Action Program policies.

*Satya Rhodes-Conway, Mayor*

## Annual Affirmative Action Plan Report

The City will continue to utilize affirmative action principles to increase the representation of women, racial/ethnic minorities, and people with disabilities in the workforce. In accordance with Madison General Ordinance Sec. 39.02(7), the Affirmative Action Division files a progress report for the Affirmative Action Commission, the Mayor and Common Council indicating the progress toward achieving the affirmative action goals.

The Citywide Affirmative Action Plan, newly named the Equitable Workforce Plan (EWP) 2016-2021 includes the individual agency plans, which have been adopted by the Mayor and Common Council. The Equitable Workforce Plan qualitative components include affirmative action and placement goals for women and racial/ethnic minorities.

According to federal guidelines, each agency's Equitable Workforce Plan must include five quantitative components: Organizational Profile or Workforce Analysis; Job Group Analysis; Availability Analysis; Comparison of Incumbency to Availability, and; Placement Goals.

# Affirmative Action Commissions and Committees

## Affirmative Action Commission (AAC)

Pursuant to Madison General Ordinance 39.02, The Mayor, subject to confirmation by the Common Council, shall appoint an Affirmative Action Commission consisting of nine (9) members, one of whom shall be an alderperson. Members shall be appointed from the entire City for a term of three (3) years, and at no time shall the total of women, persons with disabilities, and ethnic minority members constitute less than a majority of the commission.

All members of the Affirmative Action Commission shall be committed to the extension of equal employment opportunities and shall be representative of affected and/or under-represented groups within the Madison community. The Commission shall make its own rules and regulations for the carrying out of the following duties:

1. Annually review, approve, and recommend the Citywide Affirmative Action goals as proposed by the Affirmative Action Manager.
2. Advise affected and/or other under-represented groups of their rights under the Affirmative Action Program.
3. Disseminate information and educate the people of Madison to a greater understanding and practice of Affirmative Action Employment.
4. Provide, not less than once a year, written reports of progress, activities, and recommendations to the Mayor and Common Council.
5. Recommend and review such rules and regulations as may be necessary to promulgate the City's Affirmative Action Program.
6. Develop and review the contract compliance requirements of the City with respect to both vendors and contractors.
7. Make specific recommendations to the Common Council that bring all other ordinances into conformity with the Affirmative Action program.
8. Provide administrative review of decisions made by the Affirmative Action Division Manager to grant, deny, or revoke certification as a member of our Targeted Business Programs. The Commission shall adopt procedural rules for the conduct of such appeals.
9. Approve a City of Madison Civil Rights Compliance Plan, in order to maintain compliance with Title VI of the Civil Rights Act of 1964. The Affirmative Action Division Manager shall coordinate the preparation of the Plan for the Commission's approval. Every City department that receives funding covered by Title VI shall cooperate with and assist the Affirmative Action Division Manager in the preparation of the Plan.
10. Provide administrative review of the decisions made by the Affirmative Action Division Manager or CDGB staff regarding compliance with Section 3 Plans.

In 2018, the Affirmative Action Commission focused its efforts on ensuring equity in the areas of land development and employment. After conducting an equity analysis on the City's Surplus Ordinance, they began working with the Economic Development Division to propose revisions to the ordinance that would ensure equitable outcomes. The AAC is also looking to collaborate with City partners and community based organizations to address the unemployment and underemployment issues in the City of Madison.

## Civil Rights Coordinators (CRCs)

Each agency maintains an appointed Civil Rights Coordinator who directly reports to the agency head. The Civil Rights Coordinator collaborates with the Department of Civil Rights (DCR) to implement the affirmative action policies as detailed under Madison General Ordinance Chapter 39. Their responsibilities include:

- Disseminating equal opportunity information and agency initiatives to staff and interested persons.
- Responding to requests to review agency's Equitable Workforce Plan for employment initiatives.
- Annually preparing reports regarding individual agency affirmative action initiatives.
- Determining and coordinating with DCR agency training needs regarding the civil rights related initiatives. Assist in Administrative Procedure Memorandum (APM) training.

In 2018, the Department of Civil Rights began conducting some review of the role of the Civil Rights Coordinator. This included tracking attendance and providing multiple opportunities for Civil Rights Coordinators to give feedback regarding any support they needed as well as the degree to which their primary job responsibilities aligned with the responsibilities of Civil Rights Coordinator.

The following staff served as Civil Rights Coordinators in 2018:

Department	Dept./Div. Head	CRC	CRC Title
Assessor	Mark Hanson transitioned to Michelle Drea	Sally Sweeney	Assessment Services Supervisor
Attorney	Michael May	Amber McReynolds	Assistant City Attorney
Building Inspection & Code Enforcement	George Hank	(vacant)	(vacant)
Civil Rights	Norman Davis	Jason Glozier	Disability Rights Specialist
Clerk	Maribeth Witzel-Behl	Jennifer Haar	Municipal Clerk
Common Council	Kwasi Obeng	Lisa Veldran	Administrative Assistant
Community Development Authority	Tom Conrad	Lisa Daniels	Supervisor
Community Development Division	Jim O'Keefe	Nancy Saiz	Grants Administrator
Economic Development Division	Matt Mikolajewski	Ruth Rohlich	Business Development Specialist
Employee Assistance Program	Tresa Martinez	Sherri Amos	EAP Program Assistant
Engineering	Robert Phillips	Kathy Cryan	Deputy City Engineer
Finance	David P. Schmiedicke	Kara Kratowicz	Data Projects Coordinator

Department	Dept./Div. Head	CRC	CRC Title
Fire	Steven Davis	Arthur Price	Division Chief
Fleet Services	Mahanth Joishy	Art Meyer transitioned to Robin McAlister-Sims	Operations Clerk
Human Resources	Harper Donahue	Sarah Olson transitioned to Erin Hillson	Labor Relations Specialist
Information Technology	Paul Kronberger	Amanda Lythjohan	IT Administrative Services Manager
Library	Gregory Mickells	Krissy Wick	Director of Public Services
Mayor's Office	Paul R. Soglin	Gloria Reyes	Deputy Mayor
Metro Transit	Charles Kamp	Ann Schroeder	Assistant to the General Manager
Monona Terrace	Gregg McManners	Jeffery Boyd	Account Technician
Municipal Court	Daniel Koval	Erin Nunez	Judicial Clerk
Parks	Eric Knepp	Joanne Austin	Comm. Services Admin. Supervisor
Planning & Community & Economic Development	Natalie Erdman	Natalie Erdman	Director
Planning Division	Heather Stouder	Jule Stroick transitioned to Ryan Jonely	Planner
Police	Michael Koval	David Jugovich	Lieutenant of Police Personnel
Streets	Charles Romines	Glenn Dwyer	Streets General Supervisor
Traffic Engineering & Parking Utility	Yang Tao	Keith Pollock	Transportation Operations Analyst
Treasurer	Dave Gawenda	Aaron LeAir	Administrative Clerk
Water Utility	Tom Heikkinen	Robin Piper	Chief Administrative Officer

## Latino Community Engagement Team (LCET)

The City of Madison Latino Community Engagement Team (LCET) was created in September 2015 and is comprised of City staff bilingual in English and Spanish. LCET supports City agency services by facilitating equity and improved relationships with Latinos who live and work in the City. Highlights from 2018 activities:

- LCET created and distributed a newsletter to City employees to promote awareness of National Hispanic Heritage Month.

- In collaboration with the Clerk's Office, some LCET members served as an Election Officials.
- LCET collaborated with Human Resources to assist in recruitments by helping to screen applicants and serve on interview panels.
- City staff were encouraged to write articles for the Northside News, which are published in English and Spanish.
- In collaboration with Civil Rights, some LCET members are part of the Language Access Plan steering committee.

## **Minority Affairs Committee (MAC)**

The Multicultural Affairs Committee (MAC) is created pursuant to Madison General Ordinance 33.27 and comprised of city employees responsible for addressing issues of concern to racial and ethnic minorities employed by the City. In 2018, MAC launched a new Lunch & Learn series that provides an informal environment for staff to share and engage in conversations related to culture and diversity. The Lunch & Learns provide an opportunity to connect with colleagues and foster an inclusive workplace environment.

In addition, MAC is collaborating with the Women's Initiatives Committee to develop a new employee survey focused on the City of Madison's workplace culture and climate. The survey will launch in early 2019.

## **Police and Fire Commission (PFC)**

The Police and Fire Commission (PFC) is created pursuant to Madison General Ordinance section 62.113. The PFC appoints the Police Chief and Fire Chief and approves or disapproves promotions and supervises the hiring process, with certification of an eligibility list and approval of those who are hired and holds hearings on disciplinary matters brought to its attention either directly or through the appeal process and imposes discipline if appropriate.

## **Racial Equity and Social Justice Initiative (RESJI)**

The Racial Equity and Social Justice Initiative (RESJI) was adopted by Common Council resolutions in 2013 and 2014. RESJI aims to eliminate racial and social inequities in municipal government and, in partnership with the community, throughout the city by addressing institutional racism. The three priority areas for RESJI are Equity in City Policies and Budgets, Equity in City Operations and Equity in the Community.

## **Women's Initiatives Committee (WIC)**

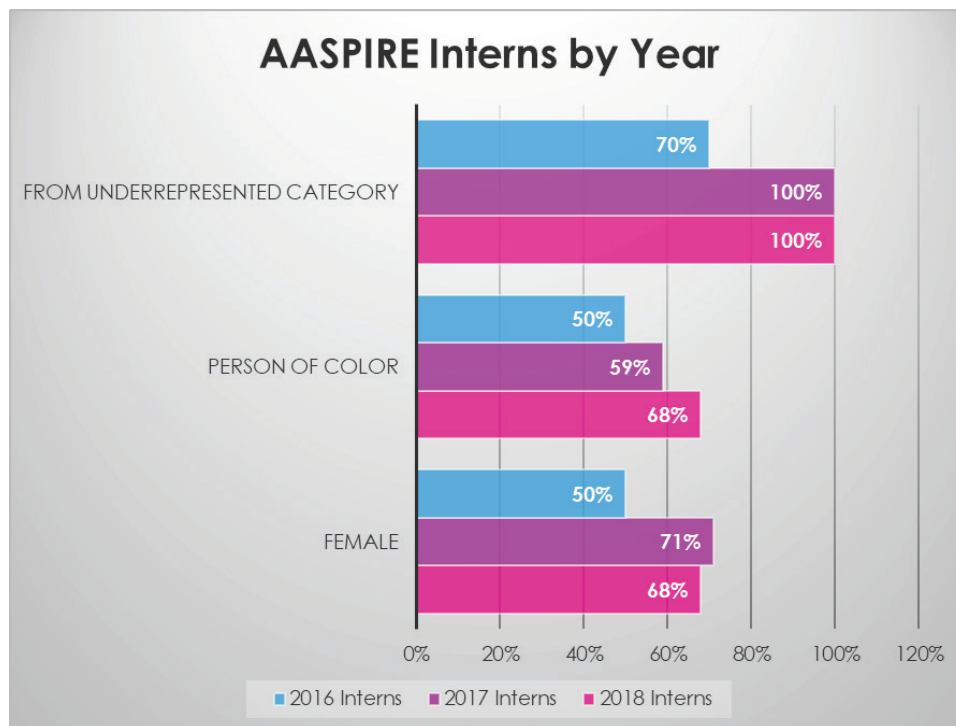
The Women's Initiatives Committee (WIC) is created pursuant to Madison General Ordinance 33.27 and comprised of city employees responsible for addressing concerns of women employed by the City. In 2018, WIC worked to educate City staff on instituting paid leave and participated in the RESJI Equity Analysis of the paid leave policy. WIC also continued to work on the creation of a lactation policy that clearly outlines lactation break rights as well as ensuring city facilities accommodate the needs of lactating parents. Finally, WIC partnered with MAC to create a draft climate survey to distribute to employees in 2019.

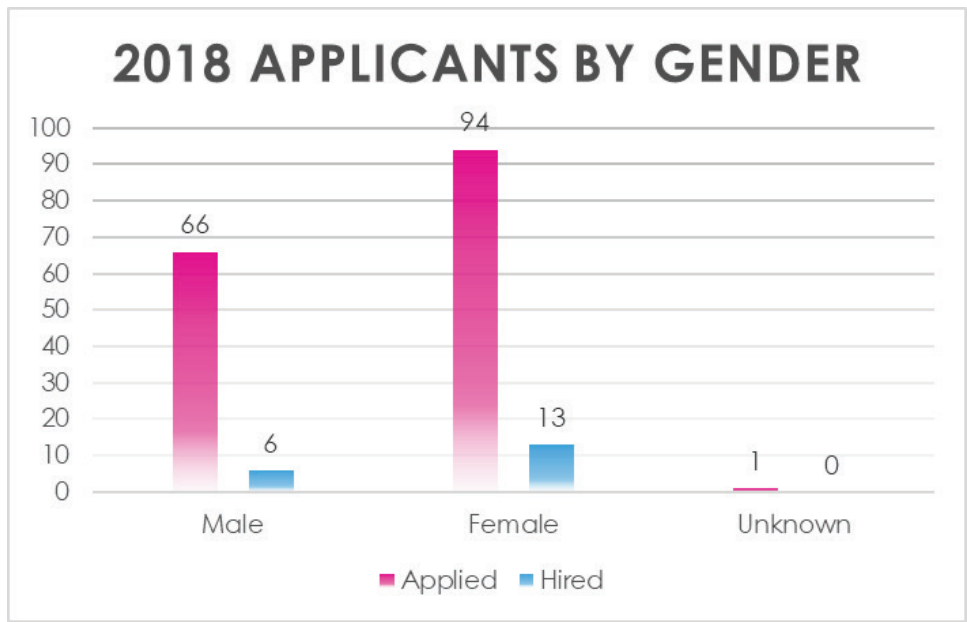
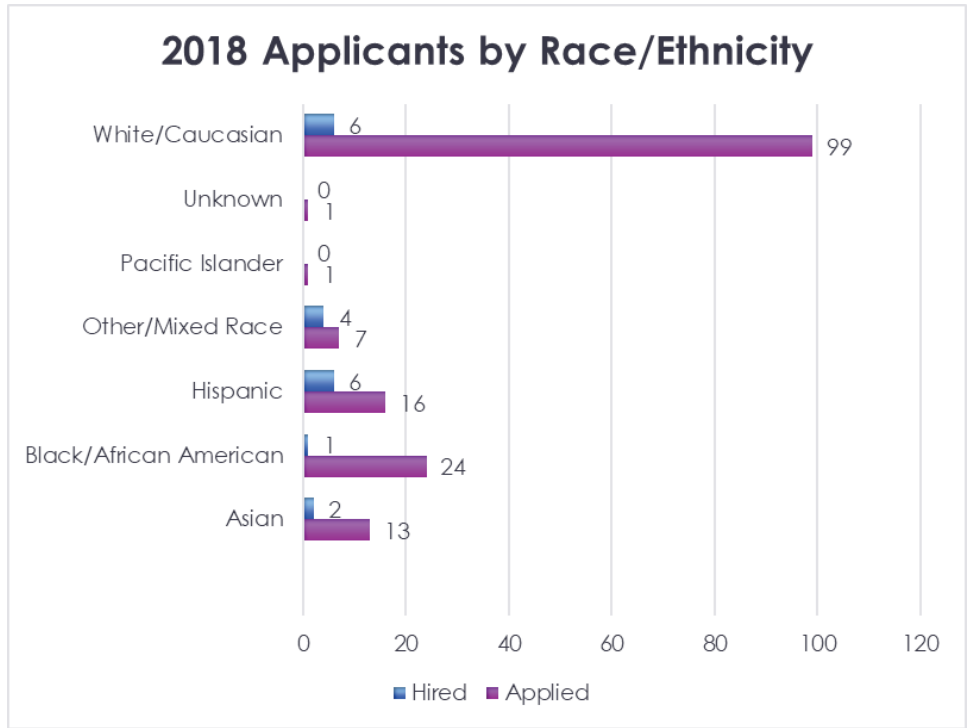
# Affirmative Action Initiatives

## AASPIRE Internships

The AASPIRE (Affirmative Action Student Professionals in Residence) Program provides paid internships to attract members of Affirmative Action target groups who are engaged in college-level studies compatible with a Public Administration career track. The City Affirmative Action Division collaborates with participating agencies to subsidize costs for wages in order to increase the number of internship opportunities. The Affirmative Action Division reviews proposals to select opportunities for placements on an annual basis and disseminate program information and criteria for proposal materials.

2018 was the biggest year for AASPIRE since its creation. From more than 160 applicants, the City selected and hired nineteen AASPIRE interns in eleven agencies (Community Development Division, City Clerk, Civil Rights, Engineering Division, Finance, Fire Department, Human Resources, Information Technology, Library, Planning Division, and Traffic Engineering Division). Of these, all nineteen interns were women, people of color, and/or people with disabilities. These categorizations accord with the City's goal of increasing representation in those categories, which have typically been underrepresented.





In addition, various City of Madison interns, including AASPIRE and Wanda Fullmore Youth interns, were offered additional professional development. Interns were invited to a 5-part series on “Understanding Local Government.” This series, presented by professionals employed by the City of Madison, tied together more than a dozen workgroups and initiatives to teach interns how many different departments and professional work together for common goals.



## Prohibited Harassment and/or Discrimination Policy (APM 3-5)

The City of Madison is committed to providing equal employment opportunities for all persons and for providing a work environment free from harassment and discrimination. The goal is to achieve and maintain a respectful and welcoming workplace for all members of the community. Harassment, discrimination and retaliation motivated by a person's membership in certain protected categories are prohibited conduct and violations of this policy will not be tolerated. This policy is liberally construed and strictly enforced to achieve these goals. This policy applies to the delivery of City services and goods and to the official interactions of City employees with other members of our community, and to workplace conduct.

In 2018, Department of Civil Rights initiated an equity analysis of APM 3-5. The purpose of this analysis was to examine whether the impact of the policy is equitable, particularly with regard to outcomes for employees of color. This analysis was performed cooperation with Human Resources and the Office of City Attorney. Recommendations from this analysis will be incorporated into the policy in 2019.

### *APM 3-5 Training*

To ensure City employees are aware of their rights and responsibilities under APM 3-5, the policy requires that all employees receive training at least once every three years. In 2018, 347 employees received this training. Several agencies excelled at meeting their staff attendance requirements in the past year, notably the Parks division, Metro Transit, Madison Public Library, the Finance department, the Engineering division, Human Resources, and the Office of the City Attorney.

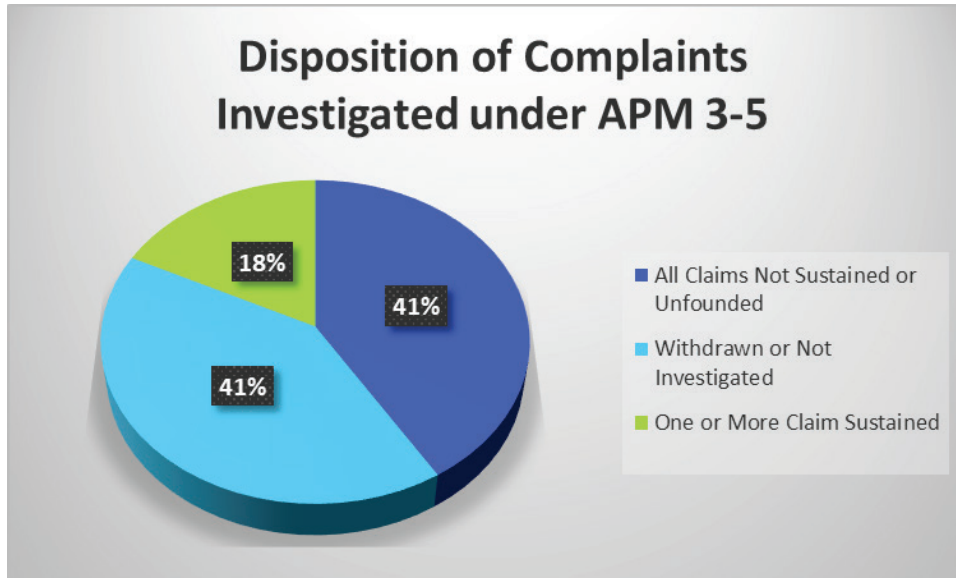
To address training capacity challenges, the Department of Civil Rights collaborated with Human Resources and Information Technology to develop training webinars for general staff and for supervisors. Further options are anticipated in 2019, including a train-the-trainer series. This option will increase the number of staff available to conduct this training at various times and places without compromising the engaging in-person training experience for as many staff as possible while maintaining a consistent message Citywide. The Department of Civil Rights encourages agencies to move away from the agency-specific training model, and to stagger employees' training over three year periods.

### *APM 3-5 Complaints*

Additionally, APM 3-5 provides a mechanism whereby allegations of harassment, discrimination and retaliation can be investigated and corrected where appropriate. City managers and staff are encouraged to file meritorious complaints of alleged violations. In 2018, the Department of Civil Rights received seventeen complaints alleging one or more violations of APM 3-5. The following graphs depict data related to these cases.

The first graph shows the outcomes of the complaints which were filed. "Unfounded" claims are those in which the investigation showed the incident alleged did not occur, or else it did occur but was not because of a discriminatory reason. "Not Sustained" findings are appropriate when the investigation failed to reveal enough evidence to clearly prove or disprove the allegation. An investigation is "Sustained" when there is enough evidence to prove the allegation clearly.

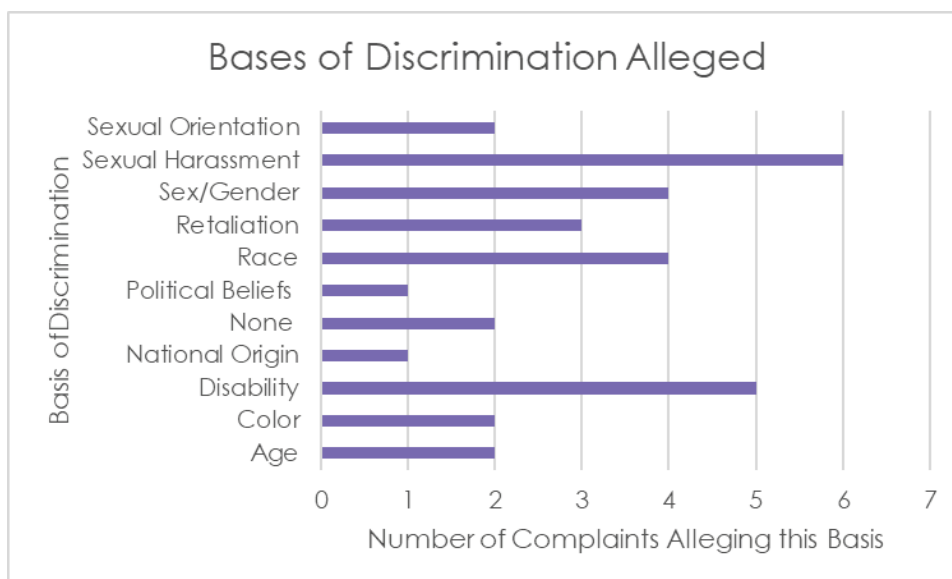
In 2018, a large number of complaints were not investigated to completion. Of these, three could not be investigated because they failed to state allegations which would constitute violations of APM 3-5. Three others were withdrawn. One of the complaint was not investigated due to conflict of interest by City staff, however this complaint was referred to outside agencies for investigation.



The next graph shows the number of complaints which arose out of each agency in 2018. The majority of complaints arose out of the agencies which have large numbers of staff.



Finally, a complainant may allege discrimination on one basis or several bases. The reasons alleged for discrimination harassment or retaliation in all 2018 cases are counted below.



## Disability Inclusion

In accordance with the obligations set forth in Section 503 of the Rehabilitation Act of 1973, As Amended, the City of Madison is committed to take affirmative actions to employ and advance in employment qualified individuals with disabilities. The following processes were in place in 2018 for such affirmative actions:

- Any employee or employment applicant may request reasonable accommodations for disabilities, and may confidentially contact the city's occupational accommodation specialist to assist with such accommodations. In 2018, out of 14,442 applicants to City vacancies, approximately 952<sup>1</sup> applicants indicated they were a person with a disability. Of these, 354 requested accommodations during the hiring process.
- All City employees are provided with the opportunity to self-disclose a condition which may constitute a disability at any time, as well as once every three years via the City's employee payroll and benefits software, Employee Self-Service (ESS). Additionally, City employees are notified of their right to request disability accommodations when registering for any training through the City's course catalog, when competing for lateral or promotional employment opportunities, and at all times when visiting City webpages regarding employee benefits. The City offers trainings to staff which include information regarding the self-reporting process. This training is provided as part of the City's New Employee Orientation and Supervisor Development Program.

In addition, the City has monitored the demographic representation of its workforce in each of eight EEO-4 Job Families. The tables below illustrate the prevalence of employees with disabilities known to the City as an employer in these categories. This utilization data represents the number of employees who have self-declared that they have one or more disabling conditions, and/or those who have been accommodated because of a disabling condition. There may be any number of employees who may be individuals with disabling conditions but who have not identified

<sup>1</sup> 908 Applicants identified their own disability and 44 others provided information to indicate they may have a disability for which an accommodation would be reasonably provided.

to the City their status as persons with disabilities. Due to the voluntary nature of disability self-reporting, any such employees are not represented in this data.

In addition, this data was aggregated across the entirety of City employees. Unlike other workforce demographic data in this report which tracks the utilization of women and racial/ethnic minorities for each job group specific to departments, disability utilization data cannot be broken down such without compromising employee confidentiality.

<b>Citywide Disability Utilization by Job Family for 2018 - HOURLY</b>			
	<b>Total Number of Employees</b>	<b>Number of Employees with Disability</b>	<b>Disability Incumbency</b>
1 - Officials & Administrators	0	0	0.00%
2 - Professionals	7	0	0.00%
3 - Technicians	12	0	0.00%
4 - Protective Workers	90	10	11.11%
5 - Paraprofessionals	24	0	0.00%
6 - Administrative Support	318	22	6.92%
7 - Skilled Craft Workers	174	0	0.00%
8 - Service Maintenance	62	19	30.65%
<b>TOTAL</b>	<b>687</b>	<b>51</b>	<b>7.42%</b>

<b>Citywide Disability Utilization by Job Family for 2018 - PERMANENT</b>			
	<b>Total Number of Employees</b>	<b>Number of Employees with Disability</b>	<b>Disability Incumbency</b>
1 - Officials & Administrators	77	3	3.90%
2 - Professionals	449	47	10.47%
3 - Technicians	143	11	7.69%
4 - Protective Workers	952	18	1.89%
5 - Paraprofessionals	183	37	20.22%
6 - Administrative Support	509	57	11.20%
7 - Skilled Craft Workers	477	34	7.13%
8 - Service Maintenance	612	87	14.22%
<b>TOTAL</b>	<b>3402</b>	<b>294</b>	<b>8.64%</b>

## Language Access

As an extension of the obligations prescribed in the City of Madison's Title VI Civil Rights Compliance Plan, the City of Madison is committed to providing meaningful access to City programs, services, and information for persons with Limited-English Proficiency. To provide this access, the City provided written translation and oral interpretation, free of cost, to persons with limited English proficiency to ensure meaningful, accurate, and equal access to programs, benefits, and activities. Throughout 2018, City staff and visitors had access to American Sign Language and non-English translation and interpretation services in person, by phone, and at meetings or events where reasonable and appropriate.

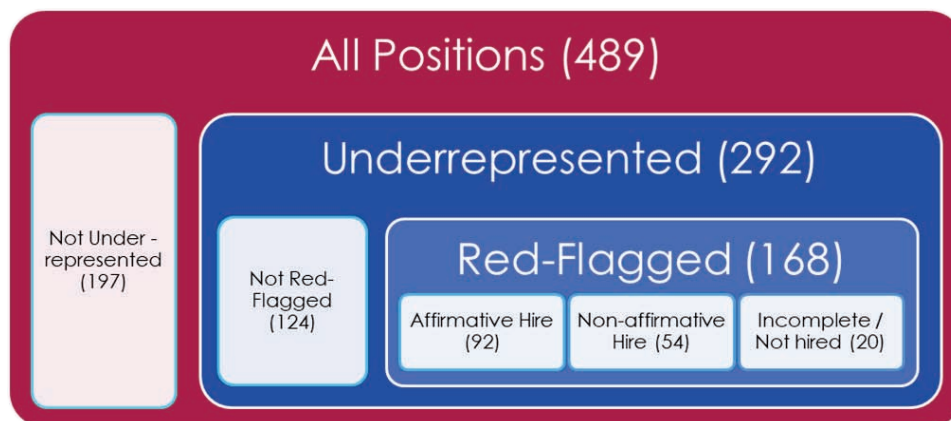
The Department of Civil Rights, along with a group of community partners and various stakeholders, developed a comprehensive, Citywide language access plan which was adopted by the City of Madison's Common Council in 2018. Several implementation steps began throughout 2018 as well. The Language Access Plan is available at [cityofmadison.com/employee/civil-rights/language-access-program](http://cityofmadison.com/employee/civil-rights/language-access-program).

## Red-Flag Hiring Procedures

The City of Madison has established a priority objective to promote equal employment opportunity and to eliminate discriminatory preferences in the hiring process. The “Red-Flag” process is an Affirmative Action procedure adopted by the City in its General Ordinances and its Affirmative Action Plan to minimize cultural, racial, gender and disability differences between interviewers and interviewees. It also provides a more thorough evaluation of candidates’ application materials and interview responses.

The “Red Flag” process is used when a vacancy occurs in an area where representation for women or people of color is an appropriate consideration. Any position which falls into a job category for which the demographic makeup of present employees does not match the demographic makeup of the available local workforce for women and people of color is considered “underrepresented.” If at least one individual who is a member of an underrepresented category is referred for interviews, the position is “red-flagged.” For any underrepresented or red-flagged position, additional affirmative steps are taken throughout the recruitment.

Out of more than 480 positions recruited in 2018, 292 of them were underrepresented by women, people of color, or both. 168 of these were red-flagged. Of those, 92 resulted in a hire of a person in the underrepresented category.<sup>2</sup>



In 2018, the Department of Civil Rights developed and improved resources available to hiring managers to allow for better compliance with the Red-Flag process. Improvements included:

- Agency Workforce Job Family Data was updated more often, approximately every two months in 2018 compared to once annually in prior years. This increase allows for more accurate Red-Flagging, particularly in agencies with many temporary and seasonal workers, and agencies with many positions recruited.
- Improvements were made to the interview panelist database, and additional volunteers were recruited. This database helps connect hiring managers with potential interview panelists and improve the likelihood that panels are balanced.
- Development of guidance documents for hiring managers: “Red-Flag Process for Hiring Managers” and “Balanced Interview Panel Handout.” See appendices for copies of these.

<sup>2</sup> In addition to the 20 positions incomplete after being Red-Flagged, 21 underrepresented positions were canceled prior to candidate referral.

Data related to Red-Flag hiring is accurate as of February 6, 2019.

- Development of guidance documents for interview panelists: “The Red-Flag Hiring Process: A Checklist for Interview Database Members,” “Red-Flag Process Handout,” and “Interview Basics.” See appendices for copies of these.
- The pilot of an Interview Certification Training in collaboration with the Human Resources Department.

## RESJI Equity Impact Analysis Tools

The Racial Equity and Social Justice Initiative (RESJI) focuses on eliminating racial and social inequities in municipal government by implementing strategies in three main areas: equity in City policies and budgets; equity in City operations; and equity in the community.

There are three RESJI Equity Impact Analysis Tools as part of the development of City policies, plans, programs and budgets. These tools facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City. The tools are the Equitable Hiring Tool, the Fast-Track Tool, and the Comprehensive Equity Tool

Each department committed to utilize the Racial Equity and Social Justice Racial Equity Impact Analysis tools three times in 2018. The Department of Civil Rights coordinated with RESJI to communicate feedback and tracking of tool usages received by departments. Departments reported a combined 100 tool usages in 2018, with 68% of departments meeting their goal of three or more tool usages in the calendar year.

2018 Equity Tool Uses Recorded by Department																													
	All departments	Assessor	Attorney	Building Inspection	Civil Rights	Clerk	Common Council	Community Development Authority	Community Development Division	Economic Development Division	Employee Assistance Program	Engineering	Finance	Fire	Fleet Services	Human Resources	Information Technology	Library	Mayor's Office	Metro Transit	Monona Terrace	Municipal Court	Parks	Planning Division	Police	Streets	Traffic Engineering & Parking Utility	Treasurer	Water Utility
<b>Equitable Hiring Tool</b>	<b>60</b>	1	1	2	1	4	1	0	4	0	0	2	1	0	1	3	3	2	1	1	3	0	7	2	5	3	4	0	8
<b>Fast-track Equity Tool</b>	<b>22</b>	0	1	0	1	2	0	0	3	1	2	0	1	1	0	0	0	1	0	0	0	4	0	0	3	0	1	0	1
<b>Comprehensive Equity Tool</b>	<b>18</b>	0	2	0	1	0	0	0	0	0	1	1	2	0	0	1	0	0	1	3	0	0	4	2	0	0	0	0	0
<b>Total</b>	<b>100</b>	1	4	2	3	6	1	0	7	1	3	3	4	1	1	4	3	3	2	4	3	4	11	4	8	3	5	0	9

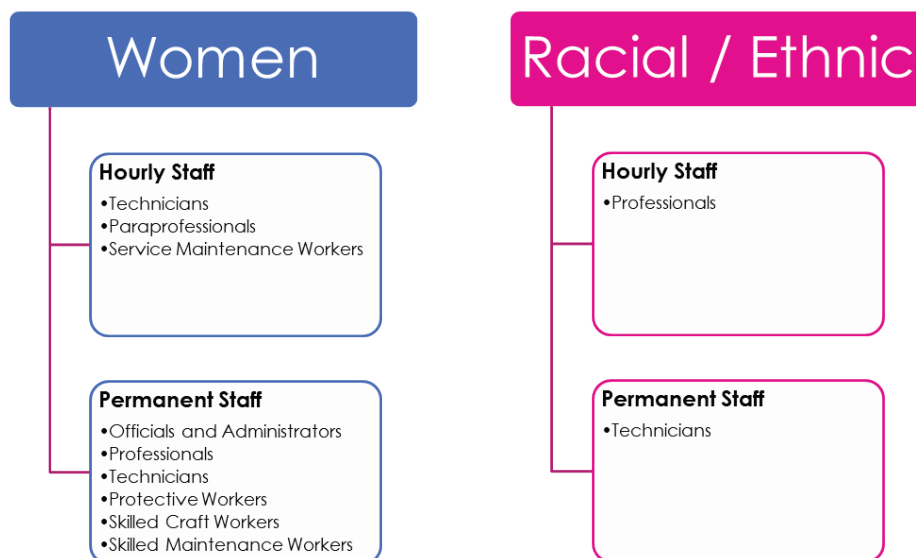
# Workforce Data Analysis

The City has monitored the demographic representation of its workforce by comparing availability to utilization in each of eight EEO-4 Job Families. These categories are (1) Officials and Administrators, (2) Professionals, (3) Technicians, (4) Protective Service Workers, (5) Paraprofessionals, (6) Administrative Support, (7) Skilled Craft Workers, and (8) Service-Maintenance. A statistical estimate of the current availability of women and racial/ethnic minorities for each job group was compared to the City's current utilization of women and racial/ethnic minorities to determine whether under-representation may exist. Individuals with disabilities could not be accurately included in this workforce analysis because confidentiality requirements and optional self-identification make it difficult to measure or monitor workforce representation of these individuals.

The City is committed to making every good faith effort to meet the goals that result from our availability analysis. For women and members of racial/ethnic minorities it is necessary to engage in a utilization workforce analysis to identify areas of under-representation and to establish responsive annual goals and long-term plans of action. To this end, each department established placement goals. Placement goals are not quotas (an enforceable minimum number of women and racial/ethnic minorities), but reasonably attainable objectives or targets that are used to measure progress toward achieving equal employment opportunity for women and racial/ethnic minorities.

In the past, this information was aggregated across the entirety of city employees. This failed to capture specific needs in certain departments and caused certain positions to be red-flagged for affirmative action hires inaccurately. For this report period, availability as well as utilization data has been developed specific to departments and not general job families.

Citywide as of February 2019, the following job categories are underrepresented:





Job Family Availability data for each agency is reported below for each agency. This data is a “snapshot” of utilization taken at a moment in time. The comparative data published in other reports is likewise a snapshot, namely the City of Madison Equitable Workforce Plan (Affirmative Action Plan) 2016-2021 and the first annual update published in early 2017. However, some departments experience greater volumes of personnel change between the time period bookmarked by the snapshots. This is particularly true for departments that employ large numbers of seasonal employees, such as the Parks and Streets Divisions. Due to this changing workforce, beginning in 2018, the Department of Civil Rights generated Job Family Availability data reports more frequently, roughly every two months.

Citywide, the Job Family Availability data from February 2018 to February 2019 was reported six times as illustrated in the charts below.

City Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	6	2	33.33%	53.80%	No	-20.47%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	12	1	8.33%	50.80%	No	-42.47%	4	33.33%	10.80%	Yes	22.53%
4 - Protective Workers	81	30	37.04%	28.10%	Yes	8.94%	15	18.52%	8.10%	Yes	10.42%
5 - Paraprofessionals	28	13	46.43%	57.90%	No	-11.47%	10	35.71%	9.00%	Yes	26.71%
6 - Administrative Support	256	169	66.02%	62.00%	Yes	4.02%	45	17.58%	8.20%	Yes	9.38%
7 - Skilled Craft Workers	156	38	24.36%	6.30%	Yes	18.06%	15	9.62%	5.90%	Yes	3.72%
8 - Service Maintenance	66	18	27.27%	43.30%	No	-16.03%	23	34.85%	13.40%	Yes	21.45%
TOTAL	605	271					112				

City Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	79	25	31.65%	43.90%	No	-12.25%	9	11.39%	6.20%	Yes	5.19%
2 - Professionals	451	204	45.23%	53.80%	No	-8.57%	62	13.75%	9.80%	Yes	3.95%
3 - Technicians	151	34	22.52%	50.80%	No	-28.28%	12	7.95%	10.80%	No	-2.85%
4 - Protective Workers	897	193	21.52%	28.10%	No	-6.58%	169	18.84%	8.10%	Yes	10.74%
5 - Paraprofessionals	154	120	77.92%	57.90%	Yes	20.02%	26	16.88%	9.00%	Yes	7.88%
6 - Administrative Support	206	154	74.76%	62.00%	Yes	12.76%	35	16.99%	8.20%	Yes	8.79%
7 - Skilled Craft Workers	342	14	4.09%	6.30%	No	-2.21%	41	11.99%	5.90%	Yes	6.09%
8 - Service Maintenance	561	98	17.47%	43.30%	No	-25.83%	152	27.09%	13.40%	Yes	13.69%
TOTAL	2841	842					506				

REPORT GENERATED: 2/14/2018



City Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	6	2	33.33%	53.80%	No	-20.47%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	12	1	8.33%	50.80%	No	-42.47%	4	33.33%	10.80%	Yes	22.53%
4 - Protective Workers	81	30	37.04%	28.10%	Yes	8.94%	15	18.52%	8.10%	Yes	10.42%
5 - Paraprofessionals	28	13	46.43%	57.90%	No	-11.47%	10	35.71%	9.00%	Yes	26.71%
6 - Administrative Support	256	169	66.02%	62.00%	Yes	4.02%	45	17.58%	8.20%	Yes	9.38%
7 - Skilled Craft Workers	156	38	24.36%	6.30%	Yes	18.06%	15	9.62%	5.90%	Yes	3.72%
8 - Service Maintenance	66	18	27.27%	43.30%	No	-16.03%	23	34.85%	13.40%	Yes	21.45%
TOTAL	605	271					112				

City Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	79	25	31.65%	43.90%	No	-12.25%	9	11.39%	6.20%	Yes	5.19%
2 - Professionals	451	204	45.23%	53.80%	No	-8.57%	62	13.75%	9.80%	Yes	3.95%
3 - Technicians	151	34	22.52%	50.80%	No	-28.28%	12	7.95%	10.80%	No	-2.85%
4 - Protective Workers	897	193	21.52%	28.10%	No	-6.58%	169	18.84%	8.10%	Yes	10.74%
5 - Paraprofessionals	154	120	77.92%	57.90%	Yes	20.02%	26	16.88%	9.00%	Yes	7.88%
6 - Administrative Support	206	154	74.76%	62.00%	Yes	12.76%	35	16.99%	8.20%	Yes	8.79%
7 - Skilled Craft Workers	342	14	4.09%	6.30%	No	-2.21%	41	11.99%	5.90%	Yes	6.09%
8 - Service Maintenance	561	98	17.47%	43.30%	No	-25.83%	152	27.09%	13.40%	Yes	13.69%
TOTAL	2841	842					506				

REPORT GENERATED: 4/17/2018

City Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	16	5	31.25%	53.80%	No	-22.55%	2	12.50%	9.80%	Yes	2.70%
3 - Technicians	18	1	5.56%	50.80%	No	-45.24%	4	22.22%	10.80%	Yes	11.42%
4 - Protective Workers	85	33	38.82%	28.10%	Yes	10.72%	8	9.41%	8.10%	Yes	1.31%
5 - Paraprofessionals	32	15	46.88%	57.90%	No	-11.03%	9	28.13%	9.00%	Yes	19.13%
6 - Administrative Support	322	193	59.94%	62.00%	No	-2.06%	58	18.01%	8.20%	Yes	9.81%
7 - Skilled Craft Workers	166	40	24.10%	6.30%	Yes	17.80%	16	9.64%	5.90%	Yes	3.74%
8 - Service Maintenance	176	51	28.98%	43.30%	No	-14.32%	44	25.00%	13.40%	Yes	11.60%
TOTAL	815	338					141				

City Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	77	23	29.87%	43.90%	No	-14.03%	9	11.69%	6.20%	Yes	5.49%
2 - Professionals	446	204	45.74%	53.80%	No	-8.06%	64	14.35%	9.80%	Yes	4.55%
3 - Technicians	152	34	22.37%	50.80%	No	-28.43%	14	9.21%	10.80%	No	-1.59%
4 - Protective Workers	878	187	21.30%	28.10%	No	-6.80%	163	18.56%	8.10%	Yes	10.46%
5 - Paraprofessionals	155	119	76.77%	57.90%	Yes	18.87%	26	16.77%	9.00%	Yes	7.77%
6 - Administrative Support	210	154	73.33%	62.00%	Yes	11.33%	35	16.67%	8.20%	Yes	8.47%
7 - Skilled Craft Workers	332	14	4.22%	6.30%	No	-2.08%	39	11.75%	5.90%	Yes	5.85%
8 - Service Maintenance	564	96	17.02%	43.30%	No	-26.28%	150	26.60%	13.40%	Yes	13.20%
TOTAL	2814	831					500				

REPORT GENERATED: 6/8/2018

City Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	18	6	33.33%	53.80%	No	-20.47%	2	11.11%	9.80%	Yes	1.31%
3 - Technicians	37	4	10.81%	50.80%	No	-39.99%	12	32.43%	10.80%	Yes	21.63%
4 - Protective Workers	136	61	44.85%	28.10%	Yes	16.75%	14	10.29%	8.10%	Yes	2.19%
5 - Paraprofessionals	51	28	54.90%	57.90%	No	-3.00%	17	33.33%	9.00%	Yes	24.33%
6 - Administrative Support	323	194	60.06%	62.00%	No	-1.94%	60	18.58%	8.20%	Yes	10.38%
7 - Skilled Craft Workers	166	40	24.10%	6.30%	Yes	17.80%	16	9.64%	5.90%	Yes	3.74%
8 - Service Maintenance	214	66	30.84%	43.30%	No	-12.46%	52	24.30%	13.40%	Yes	10.90%
TOTAL	945	399					173				

City Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	77	23	29.87%	43.90%	No	-14.03%	9	11.69%	6.20%	Yes	5.49%
2 - Professionals	452	205	45.35%	53.80%	No	-8.45%	65	14.38%	9.80%	Yes	4.58%
3 - Technicians	152	34	22.37%	50.80%	No	-28.43%	14	9.21%	10.80%	No	-1.59%
4 - Protective Workers	918	200	21.79%	28.10%	No	-6.31%	172	18.74%	8.10%	Yes	10.64%
5 - Paraprofessionals	155	119	76.77%	57.90%	Yes	18.87%	26	16.77%	9.00%	Yes	7.77%
6 - Administrative Support	209	156	74.64%	62.00%	Yes	12.64%	34	16.27%	8.20%	Yes	8.07%
7 - Skilled Craft Workers	335	14	4.18%	6.30%	No	-2.12%	39	11.64%	5.90%	Yes	5.74%
8 - Service Maintenance	562	96	17.08%	43.30%	No	-26.22%	150	26.69%	13.40%	Yes	13.29%
TOTAL	2860	847					509				

REPORT GENERATED: 7/18/2018

City-Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	18	8	44.44%	53.80%	No	-9.36%	2	11.11%	9.80%	Yes	1.31%
3 - Technicians	39	5	12.82%	50.80%	No	-37.98%	11	28.21%	10.80%	Yes	17.41%
4 - Protective Workers	145	68	46.90%	28.10%	Yes	18.80%	16	11.03%	8.10%	Yes	2.93%
5 - Paraprofessionals	57	34	59.65%	57.90%	Yes	1.75%	18	31.58%	9.00%	Yes	22.58%
6 - Administrative Support	340	209	61.47%	62.00%	No	-0.53%	65	19.12%	8.20%	Yes	10.92%
7 - Skilled Craft Workers	170	41	24.12%	6.30%	Yes	17.82%	16	9.41%	5.90%	Yes	3.51%
8 - Service Maintenance	227	67	29.52%	43.30%	No	-13.78%	55	24.23%	13.40%	Yes	10.83%
TOTAL	996	432					183				

City-Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	78	26	33.33%	43.90%	No	-10.57%	10	12.82%	6.20%	Yes	6.62%
2 - Professionals	449	208	46.33%	53.80%	No	-7.47%	68	15.14%	9.80%	Yes	5.34%
3 - Technicians	152	34	22.37%	50.80%	No	-28.43%	14	9.21%	10.80%	No	-1.59%
4 - Protective Workers	910	194	21.32%	28.10%	No	-6.78%	171	18.79%	8.10%	Yes	10.69%
5 - Paraprofessionals	158	122	77.22%	57.90%	Yes	19.32%	27	17.09%	9.00%	Yes	8.09%
6 - Administrative Support	208	155	74.52%	62.00%	Yes	12.52%	36	17.31%	8.20%	Yes	9.11%
7 - Skilled Craft Workers	336	15	4.46%	6.30%	No	-1.84%	38	11.31%	5.90%	Yes	5.41%
8 - Service Maintenance	561	99	17.65%	43.30%	No	-25.65%	151	26.92%	13.40%	Yes	13.52%
TOTAL	2852	853					515				

REPORT GENERATED: 8/22/2018

City-Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	17	7	41.18%	53.80%	No	-12.62%	2	11.76%	9.80%	Yes	1.96%
3 - Technicians	39	5	12.82%	50.80%	No	-37.98%	11	28.21%	10.80%	Yes	17.41%
4 - Protective Workers	144	68	47.22%	28.10%	Yes	19.12%	16	11.11%	8.10%	Yes	3.01%
5 - Paraprofessionals	51	29	56.86%	57.90%	No	-1.04%	17	33.33%	9.00%	Yes	24.33%
6 - Administrative Support	337	210	62.31%	62.00%	Yes	0.31%	66	19.58%	8.20%	Yes	11.38%
7 - Skilled Craft Workers	171	42	24.56%	6.30%	Yes	18.26%	17	9.94%	5.90%	Yes	4.04%
8 - Service Maintenance	217	63	29.03%	43.30%	No	-14.27%	52	23.96%	13.40%	Yes	10.56%
TOTAL	976	424					181				

City-Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	76	25	32.89%	43.90%	No	-11.01%	10	13.16%	6.20%	Yes	6.96%
2 - Professionals	451	211	46.78%	53.80%	No	-7.02%	67	14.86%	9.80%	Yes	5.06%
3 - Technicians	152	34	22.37%	50.80%	No	-28.43%	14	9.21%	10.80%	No	-1.59%
4 - Protective Workers	909	194	21.34%	28.10%	No	-6.76%	171	18.81%	8.10%	Yes	10.71%
5 - Paraprofessionals	156	119	76.28%	57.90%	Yes	18.38%	26	16.67%	9.00%	Yes	7.67%
6 - Administrative Support	208	154	74.04%	62.00%	Yes	12.04%	36	17.31%	8.20%	Yes	9.11%
7 - Skilled Craft Workers	342	16	4.68%	6.30%	No	-1.62%	40	11.70%	5.90%	Yes	5.80%
8 - Service Maintenance	560	99	17.68%	43.30%	No	-25.62%	151	26.96%	13.40%	Yes	13.56%
TOTAL	2854	852					515				

REPORT GENERATED: 10/8/2018



# Departmental Equitable Workforce Goal Updates

## Qualitative Goals Executive Summary

Each department reviewed data and established short-term (one year) and long-term (five years) goals for more qualitative improvements in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training.

Although each of the twenty-six agencies focused their goals in these areas with mixed success, certain departmental practices merit special recognition. The practices implemented by these agencies helped them to succeed at their goals and improve these areas of quality, and may be adopted by other agencies as an example of best practices.

<b>Practice:</b>	<b>Provide paid internships (such as AASPIRE), apprenticeships, and/or scholarships for women and/or people of color.</b>
<b>Benefit:</b>	Agencies see greater numbers of qualified applicants from underrepresented categories
<b>Some agencies that saw these benefits:</b>	Information Technology, Fleet Services, Planning Division, Engineering Division

<b>Practice:</b>	<b>Use the Equitable Hiring tool</b>
<b>Benefit:</b>	Benefits include developing position descriptions that better align with the needs of the position, attracting a larger and more diverse pool of candidates
<b>Some agencies that saw these benefits:</b>	Assessor's Office, Engineering Division, Metro Transit, Parks Division

<b>Practice:</b>	<b>Infuse equity into all departmental processes and provide regular time to discuss equity issues agency-wide.</b>
<b>Benefit:</b>	Creates a stronger, more team-oriented staff culture, and makes equity discussions easier and more natural
<b>Some agencies that saw these benefits:</b>	Community Development Division, Clerk's Office, Economic Development Division

<b>Practice:</b>	<b>Provide staff with opportunities to spend time to socialize through office events and outings.</b>
<b>Benefit:</b>	These activities promote retention and a supportive office culture, and build camaraderie.
<b>Some agencies that saw these benefits:</b>	City Attorney, Civil Rights, Parks Division

<b>Practice:</b>	<b>Focus on onboarding and retention efforts such as orientation, peer mentoring, cross-training, job shadowing, and/or succession planning.</b>
<b>Benefit:</b>	These activities increase the likelihood of diverse staff remaining in employment and moving upward on their career tracks.
<b>Some agencies that saw these benefits:</b>	Finance, Human Resources, CDA Housing, Information Technology, Parks Division, Parking Utility

<b>Practice:</b>	<b>Encourage community members to participate in City processes such as interview panels, Neighborhood Resource Teams, and other events.</b>
<b>Benefit:</b>	Community members challenge City staff in positive ways by helping to see beyond the traditional scope services and allowing the City to make more inclusive decisions.
<b>Some agencies that saw these benefits:</b>	Madison Public Library, Traffic Engineering Division

<b>Practice:</b>	<b>Consider specialized management trainings for individual managers or management groups regarding equity and diversity concepts.</b>
<b>Benefit:</b>	Increased buy-in from managers will help to create positive changes in work culture and greater success towards equity goals.
<b>Some agencies that saw these benefits:</b>	Metro Transit

# Agency-Specific Qualitative Goals Progress Reports

## Assessors' Office

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

These goals are discussed in all-staff meetings and worked on with various impacted groups (hiring panels, etc) throughout the year.

2. Short-term goals:

- a. Agency short-term goal #1: **Retain new employees, and know they are engaged and contributing with open communication and feedback between staff.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

As this is a continual challenge, the goal has not been fully realized. However, we are consistently making great strides toward this end. In 2018, there was a change in leadership staff. Michelle Drea became the City Assessor and has embraced the spirit and particular goals of this plan. Sally Sweeney is a consistent champion of the goals and has developed and implemented a plan to meet this goal.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

- b. Agency short-term goal #2: **Positive Culture and Climate Survey (HR), inclusion of all employees in office gatherings Transparency, and sharing of knowledge and information is evident.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

A climate survey was completed by HR under the prior Department Head. Moving forward, we would like to conduct a second and third survey to collect data that provides efficacy in study toward our stated goals. However, strides have been made toward transparency and inclusion by conducting all-staff meetings with a focus on team members and adopting a service leadership wherein team work and egalitarian philosophy prevails. An example is addressing issues and work flow change with ideas and investment from all staff rather than a top down approach.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

- c. Agency short-term goal #3: **Complete training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

This is an ongoing goal. Team members continually research or are provided opportunities for external training. One example is a new team member enrolling in property appraisal courses at a technical college. Once the office is fully staffed, developing specific training material along with tutorials and resources will be a priority.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

3. Long-term goals:

- a. Agency long-term goal #1: **Ensure position descriptions are reviewed every 24 months to reflect current job specifications. Use of one or more strategies to attract or identify candidates to fill job vacancies which may involve internal or external recruitment advertising including job centers, or professional publications. This field is specialized in that a state wide initiative to attract candidates to the positions our office will need.**

- i. Progress made towards this goal in 2018:

- ii. Any changes we will make to make progress towards this goal in 2019:

In our real property lister recruitment, we used the RESJI tool. This allowed us to broaden the pool from which gather candidates by considering the foundational requirements for the position, e.g. considering paralegals or other candidates. The office is under a reorganization and will use the RESJI tools when drafting new PDs and considering new staffing alignments. Public outreach regarding our office and profession is ongoing, primarily through courses taught by staff at various conferences and schools. We will develop a strategy for further outreach in 2019.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

- b. Agency long-term goal #2: **Maintain training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

- i. Progress made towards this goal in 2018:

- ii. Any changes we will make to make progress towards this goal in 2019:

Please see above.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

- c. Agency long-term goal #3: **Continue annual Culture and Climate Survey (HR). Transparency and sharing of knowledge and information is evident.**

- i. Progress made towards this goal in 2018:

- ii. Any changes we will make to make progress towards this goal in 2019:

Please see above.

- iii. Person(s) responsible for this goal in 2019:

Sally Sweeney and Michelle Drea

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Approaching these areas with the perspective of what is critical to the position or task and being creative in how to meet those critical needs has been meaningful. It is easy to limit oneself in methods to fill needs - an expansion of methodology and embracing change can have a positive cultural impact. We often ask: What do we have to have? What would we like to have? What can we eliminate? - this serves to be mindful of resources and produce an efficient ecosystem.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Michelle Drea	Sally Sweeney	Jenifer Horne

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

We have not been fully educated on the difference between the two. Our agency would benefit in receiving specific guidance on how to implement these tools from start to finish...particularly considering a new Department Head in the office with significant leadership position turnover.

- a. What recommendations came from applying the tool to the policies or procedures?

- b. What recommendations was your agency able to apply in 2018? How significant was this change?



## Attorney's Office

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Civil Rights Coordinator emailed all staff regarding the agency's Equitable Workforce Plan and Civil Rights Coordinator updates. The email included a link to the 2017 Progress Report adopted by Council.

2. Short-term goals:

- a. Agency short-term goal #1: **Continue to encourage professional development of administrative support staff.**

- i. If the goal was met, what a new goal for 2019 will be:

Continue to encourage professional development for administrative support staff.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

N/A

- iii. Person(s) responsible for this goal in 2019:

Sue Mautz

- b. Agency short-term goal #2: **Create and formalize a strategy to increase the number of non-white assistant city attorneys.**

- i. If the goal was met, what a new goal for 2019 will be:

N/A

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Attempts were made to increase contacts related to this goal, but no strategy has been formalized. The Equity Team will meet in 2019 to work towards a strategy for future hires.

- iii. Person(s) responsible for this goal in 2019:

Mike May

- c. Agency short-term goal #2: **Hold regular non-mandatory meetings supplemented by a semiannual office update sent by email.**

- i. If the goal was met, what a new goal for 2019 will be:

Continue to hold regular non-mandatory meetings supplemented by emailed semiannual office updates.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

N/A

- iii. Person(s) responsible for this goal in 2019:

Mike May and Amber McReynolds

- d. Agency short-term goal #3: **Continue participation in the State Bar Clerkship Diversity program.**

- i. If the goal was met, what a new goal for 2019 will be:

Continue participation in the State Bar Clerkship Diversity program.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

N/A

- iii. Person(s) responsible for this goal in 2019:

Amber McReynolds and Kevin Ramakrishna

3. Long-term goals:

- a. Agency long-term goal #1: **Ensure all new employees receive training, are introduced, and get to meet all other employees.**

- i. Progress made towards this goal in 2018:

The City Attorney's Office made only one permanent hire in 2018. This new employee received training and met all other employees in the agency. Additionally, all interns and law clerks that started work in 2018 received training and met all other employees.

- ii. Any changes we will make to make progress towards this goal in 2019:

N/A

- iii. Person(s) responsible for this goal in 2019:

Sue Mautz and Mike May

- b. Agency long-term goal #2: **Discuss race, bias, privilege, and prejudice openly and safely, with moderated conversations if needed. Have department staff attend bias and racial justice trainings offered by city staff and outside organizations.**

- i. Progress made towards this goal in 2018:

Staff have increased informal and formal discussions of race, bias, privilege, and prejudice. Several staff attended trainings related to these topics including the YWCA Racial Justice Summit, Bystander Intervention training, and City RESJI trainings.

- ii. Any changes we will make to make progress towards this goal in 2019:

Supervisors will attend required trainings. Once available trainings are announced, Department Head will determine whether to require staff to attend a 2019 training related to race, bias, and privilege. Equity Team will encourage co-workers to consider attending the 2019 YWCA Racial Justice Summit.

- iii. Person(s) responsible for this goal in 2019:

Mike May

- c. Agency long-term goal #3: **The Office Equity Team will take on wellness and culture issues.**

- i. Progress made towards this goal in 2018:

The Equity Team continues to incorporate wellness and culture issues. The City Attorney's Office offers flexible hours such as flextime and professional time that allow employees to attend wellness and culture activities such as yoga or participation in a sports league. Informal office breaks or lunchtime activities promoting wellness and culture continue.

- ii. Any changes we will make to make progress towards this goal in 2019:

N/A

- iii. Person(s) responsible for this goal in 2019:

Amber McReynolds

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The City Attorney's Office promotes retention and a supportive office culture by hosting several in-office events and office outings. Staff regularly participate in group events such as after-work gatherings, lunches, potlucks, baby showers, trips to sporting events, group charity efforts, and an office winter party inviting all staff and their children and families. These activities build comradery and culture.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Mike May		
Patricia Lauten		
Lara Mainella		
Adriana Peguero		
Amber McReynolds		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1

Provide copies of all completed uses.

\*Note: Although a full Hiring Tool was not completed, this office used Sections F and G of the Equitable Hiring Tool during the hiring process. Members of the Equity Team met with a Human Resources Analyst to review interview questions for bias. This review resulted in improving benchmarks for interview questions and improving an interview question regarding diversity. Equity Team members also implemented recommendations regarding interview panels and formed a panel including at least one person of color and at least one woman.

- b. How many times did your agency use the Fast-Track Equity Tool? 1

Provide copies of all completed uses.

- c. How many times did your agency use the Comprehensive Equity Tool? 2

Provide copies of all completed uses.

\*Note: Our agency used the Comprehensive Equity Tool in 2018 regarding APM 3-5 and street use policies, but these completed tool uses will not be finalized until 2019.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Phone Conference Procedure and Phone Conference Request Form

- a. What recommendations came from applying the tool to the policies or procedures?

Simplify procedure and form, create availability for staff to take calls from defendants over lunch over, translate form into City's primary languages, highlight alternatives and availability of language interpretation.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

Changes to the phone conference procedure and form were implemented in October, 2018 based on the suggestions from the Tool use. The form was simplified and translated to all City primary languages. It may be too soon to determine the significance of the changes.

## Civil Rights, Department of

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Emailed EWP to all staff, and developed DCR Equity Team

2. Short-term goals:

- a. Agency short-term goal #1: **Establish, with Human Resources, benchmarks to ensure that all successful candidates have demonstrated ability to effectively work with multicultural communities.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Incorporate the equitable hiring tool kit

- iii. Person(s) responsible for this goal in 2019:

Felicia

- b. Agency short-term goal #2: **Expand partnerships for internship and work-sharing programs to further advance employment goals for target groups.**

- i. If the goal was met, what a new goal for 2019 will be:

Relaunch the City's Co op Program to expand availability members in the community to meet underrepresentation goals

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Norm and Felicia

- c. Agency short-term goal #3: **Complete cross-training for all investigation types across Department.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Implementation will begin March 2019

- iii. Person(s) responsible for this goal in 2019:

Norm

3. Long-term goals:

- a. Agency long-term goal #1: **Benchmark ability to successfully work with multicultural communities.**

- i. Progress made towards this goal in 2018:

Established baseline for the multicultural trainings

- ii. Any changes we will make to make progress towards this goal in 2019:

Review the baseline and establish benchmarks for 2019

iii. Person(s) responsible for this goal in 2019:

DCR leadership team

b. Agency long-term goal #2: **Establish and grow strategic partnerships to develop an appropriate employment pipeline for targeted communities including people of color, women, and people with disabilities.**

i. Progress made towards this goal in 2018:

Launch of the RaISE Program, development of Urban League's Employment Center, Disability Mentoring Day, ULI Partnership, and Interview Certification Training

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

DCR Leadership Team

c. Agency long-term goal #3: **Develop a staff that is reflective of the linguistic trends within the community.**

i. Progress made towards this goal in 2018:

Hired bilingual investigator and language access program assistant. Also made Compliance Specialist vacancy a bilingual position.

ii. Any changes we will make to make progress towards this goal in 2019:

Through the budget process, we will seek to expand the capacity for additional primary language categories.

iii. Person(s) responsible for this goal in 2019:

Norm

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Equity analysis for vacancies, brought back AASPIRE intern from another agency to assist with an additional project, developed new onboarding plan for AA Division, held first annual Disability Mentoring Day, and completed planning for second and third shift RESJ trainings.

## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Kirsten Vanderscheuren	Norman Davis	Felicia Jones
Jason Glozier	Toriana Pettaway	Alyssa Riphon
Carla Garces	Donna Collingwood	Kym Woodly
Melisa Mendoza	Felicia Jones	

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Surplus Property Ordinance and APM 3-5

- a. What recommendations came from applying the tool to the policies or procedures?

Revisions and recommendations to the Surplus Ordinance

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

Please see equity analysis documentation for Surplus Ordinance and APM 3-5

## Clerk's Office

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Many members of the office participate in various Racial Equity and Social Justice Initiative teams such as Tools and Training. This helps to highlight tool usage, among other things.

Some members of the office have participated in, or lead, tool usages for the Clerk's office projects/hiring and with Metro's Bus Rapid Transit project.

Our office discussed the Equitable Workforce Plan at our regular morning meetings. The office Coordinator continued to share information between CRC/RESJ projects and initiatives and the Clerk's office. One example is keeping the office up to date regarding the Language Access Plan.

2. Short-term goals:

- a. Agency short-term goal #1: **Continue requiring all interview panelists to use the implicit bias test within a week of conducting interviews, and seek interview panelists who practice mindfulness on a regular basis because studies indicate that mindfulness reduces bias.**

- i. If the goal was met, what a new goal for 2019 will be:

Continue requiring all interview panelists to use the implicit bias test within a week of conducting interviews, and seek interview panelists who practice mindfulness on a regular basis because studies indicate that mindfulness reduces bias.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Jennifer Haar

- b. Agency short-term goal #2: **Expand our recruitment strategies and establish good referral channels by partnering with agencies to reflect the demographics of our community for all positions in the City Clerk's Office including election officials and chief inspectors. All full-time City Clerk's Office positions and chief inspectors will take implicit bias tests.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

All full-time City Clerk Office staff and current Chief Inspectors have taken the implicit bias tests. Newly recruited Chief Inspectors will be required to take the implicit bias tests within a year.

We continue to expand our recruitment strategies and establish good referral channels.

iii. Person(s) responsible for this goal in 2019:

Jennifer Haar

- c. Agency short-term goal #3: **Define our commitment to Affirmative Action/Equal Employment Opportunities, incorporate into our current office mission statement and display this commitment on our website and through our job postings and interview panel material, reflecting any demographics we are missing. Work with Human Resources and minority applicants to gather feedback on our hiring process to identify areas of improvement.**

i. If the goal was met, what a new goal for 2019 will be:

We continue to use the Equitable Hiring Tool for all job postings. In addition to the demographics of our office reflecting the community we serve, we also want the demographics of the pool of candidates presented to our office for interviews to reflect our community.

ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Jennifer Haar

3. Long-term goals:

- a. Agency long-term goal #1: **Office demographics reflect the demographics of the community by tracking hires.**

i. Progress made towards this goal in 2018:

We had temporary three hourly positions in 2018 to aid with the August 2018 Primary and the November 2018 General Election. We applied the equity tool to the hiring process. Based on Human Resources feedback, we received a measurable increase in the number of applications from women and people of color. These groups progressed farther through the hiring process than previous position hires.

We hired one person of color to fill one of the hourly positions.

We had our 2018 AASPIRE intern create posters that were hung around the City-County Building, in agency offices and at the Madison Public Libraries. This led to an increase in interest in the three hourly positions as well as the many in-person absentee hourly positions.

ii. Any changes we will make to make progress towards this goal in 2019:

We will continue to use the equitable hiring tool for all positions we post in 2019.

We are looking to hire a Clerk's office part-time staff member in 2019. This will fill a currently empty position.

iii. Person(s) responsible for this goal in 2019:

Jennifer Haar



b. Agency long-term goal #2: **Election official demographics reflect the demographics of our community.**

i. Progress made towards this goal in 2018:

We looked at our current recruitment process. We encouraged our election officials of color to help spread the word. We provided hiring information at the 100 Black Men's Annual Backpack Giveaway.

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Maribeth Witzel-Behl

c. Agency long-term goal #3: **Election chief inspector demographics reflect the demographics of our community.**

i. Progress made towards this goal in 2018:

We gathered basic demographic information from the Chief Inspectors on a voluntary basis in 2018. This was from a small group as no Chief Inspectors who responded to our 2017 survey would have been asked for this voluntary information.

Asian or Pacific Islander = 1 (1%)  
 Other = 2 (1%)  
 American Indian or Alaskan Native = 3 (2%)  
 Hispanic or Latino = 4 (2%)  
 Black or African American = 8 (4%)  
 No Data = 47 (24%)  
 White (non-Hispanic) = 129 (66%)

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Maribeth Witzel-Behl

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Participation from the entire agency - everyone (in the office and on the office equity team) was involved either as a participant or as a leader of a project requiring the usage of an equity tool. The more the process is used, the easier it gets to apply the lens to everything.

Our office reserves one morning meeting a week to discuss equity issues seen in the news, in Madison, in our personal lives. Keeping equity in the forefront of our minds helps us to build the habit of applying an equity lens every day to everything we do.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Jennifer Haar	Rachel Rodriguez	Eric Christianson
Jim Verbick	Nikki Perez	Maribeth Witzel-Behl

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? Four: In-Person Absentee Voting Aide, Hourly Election Aide, 2018 AASPIRE Intern, Municipal Clerk I  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? Twice: Braille Election Analysis, 2019 Budget Request  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? Zero  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

The Clerk's office began printing additional Braille election materials including absentee ballots from our Braille Election Analysis.

- a. What recommendations came from applying the tool to the policies or procedures?

We began to print additional copies in Braille in case there was an increase in requests.

Large Print formatted election materials were presented to the WI Council for the Blind and Visually Impaired to have as a resource. The same was provided to the WI Dept of Health Services Office for the Blind and Visually Impaired.

Assistive device demonstrations allowed the target audience to safely try out the machines.

A webinar created with the WI Elections Commission and the WCBVI was presented and is currently available on YouTube.

The City Clerk's Office participated in the National Disability Voter Registration Week press conference.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

We were able to implement all the recommendations.

This change was significant as this was an audience we had not recognized in the past. We wanted to reach out and provide information and opportunities to the large community of blind and visually impaired residents of Madison.

We look forward to expanding these statewide in 2019 using more general information so that it can be applied in all municipalities.

## Common Council

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

All staff received training on using the RESJI tool.

2. Short-term goals:

- a. Agency short-term goal #1: **Continue to find community based organizations/outlets where Council members can share city employment information with under-represented populations within their districts.**

- i. If the goal was met, what a new goal for 2019 will be:

Yes. in 2019 the plan is to reach more communities.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Kwasi Obeng

- b. Agency short-term goal #2: **Perform cultural climate surveys and completion of culture and engagement accountability survey.**

- i. If the goal was met, what a new goal for 2019 will be:

Yes. in 2019 we will continue to work with Org Development in HR to strengthen the culture.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Kwasi Obeng

- c. Agency short-term goal #3: **New affirmative action hire(s), meeting availability numbers in each job family code.**

- i. If the goal was met, what a new goal for 2019 will be:

Yes. We don't anticipate any vacancies in 2019

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Kwasi Obeng

3. Long-term goals:

- a. Agency long-term goal #1: **Training: The number of trainings attended by each employee, certifications awarded via training. Continue to encourage employees to attend at minimum two (2) training events annually.**

- i. Progress made towards this goal in 2018:

This goal was met in 2018.

- ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Kwasi Obeng

b. Agency long-term goal #2: **Promotions: Tracking employee history and changes in job class and job family codes over time.**

i. Progress made towards this goal in 2018:

This goal was met.

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Lisa Veldran

c. Agency long-term goal #3: **Culture: MCOdT shows an increase in at least one level toward a multicultural organization**

i. Progress made towards this goal in 2018:

None

ii. Any changes we will make to make progress towards this goal in 2019:

Increase in at least one level toward a multicultural organization as opportunities occur.

iii. Person(s) responsible for this goal in 2019:

Kwasi Obeng

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Use of RESJI Tool in hiring, alder attendance at RESJI trainings.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Kwasi Obeng		

6. Equity Tools:

a. How many times did your agency use the Equitable Hiring Tool? 1

Provide copies of all completed uses.

b. How many times did your agency use the Fast-Track Equity Tool? 0

Provide copies of all completed uses.

c. How many times did your agency use the Comprehensive Equity Tool? 0

Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

n/a

- a. What recommendations came from applying the tool to the policies or procedures?

Job advertising locations for open position.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

We have a small staff. This was an easy lift.

## Employee Assistance Program

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The EAP Office is small and all three staff participate on EAP's Equity Team so our EWP goals and progress are discussed monthly at staff meetings.

2. Short-term goals:

- a. Agency short-term goal #1: **Create EAP Employee Handbook and apply the Equity Tool to this document.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Creating an Onboarding Handbook for the EAP Office is proving to be a bigger job than anticipated and our intention to hire a new EAP Specialist in 2018 was postponed until 2019. Therefore, this project will be completed in the first half of 2019 in preparation for our new hire mid-year.

- iii. Person(s) responsible for this goal in 2019:

Sherri Amos and Tresa Martinez

- b. Agency short-term goal #2: **All EAP staff will complete training in RESJ I in 2018.**

- i. If the goal was met, what a new goal for 2019 will be:

Create a Resource Database to be utilized by internal EAP staff when working with employees and their family members. The database will include mental health professionals, addiction specialists, financial and legal counseling groups, community organizations that help with low-income housing, childcare, and eldercare, mindfulness and meditation groups, and online wellness resources. A primary goal of creating this database is to ensure that we have a variety of resources that will be helpful to all employees regardless of race, ethnicity, gender, sexual orientation, cultural background, or any other identifier.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Tresa Martinez, Hailey Krueger, and Sherri Amos

- c. Agency short-term goal #3: **Provide alternative and flexible work schedules for EAP staff, when feasible.**

- i. If the goal was met, what a new goal for 2019 will be:

Prepare and distribute an Effectiveness/Satisfaction Survey in order to determine how EAP can improve services to our diverse employee population.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

iii. Person(s) responsible for this goal in 2019:  
 Tresa Martinez, Hailey Krueger, and Sherri Amos

3. Long-term goals:

a. Agency long-term goal #1: **To increase diversity among EAP staff.**

i. Progress made towards this goal in 2018:  
 No new hires were added to the EAP Office in 2018.

ii. Any changes we will make to make progress towards this goal in 2019:  
 One new hire is anticipated in 2019 and will be red-flagged.

iii. Person(s) responsible for this goal in 2019:  
 Tresa Martinez and Sherri Amos

b. Agency long-term goal #2: **All EAP staff will complete RESJI 1 and 2 training by December 31, 2020.**

i. Progress made towards this goal in 2018:  
 All EAP staff have attended RESJI 1 training.

ii. Any changes we will make to make progress towards this goal in 2019:  
 By the end of 2019 all staff will have completed RESJI 2 training, if offered.

iii. Person(s) responsible for this goal in 2019:  
 Sherri Amos

c. Agency long-term goal #3: **One or more EAP staff will join the RESJ core team.**

i. Progress made towards this goal in 2018:  
 One staff person has been attending RESJ monthly meetings when possible.

ii. Any changes we will make to make progress towards this goal in 2019:  
 Due to scheduling conflicts, this goal will change to:  
 One EAP staff person will attend one monthly meeting of the City's equity groups such as RESJ, MAC, or WIC in order to better understand how EAP can offer assistance to employees identifying with these groups.

iii. Person(s) responsible for this goal in 2019:  
 Hailey Krueger

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

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**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Sherri Amos	Hailey Krueger	Tresa Martinez

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 2  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Increase the threshold of using the POS contract from \$5,000 to \$10,000 (Finance)

- a. What recommendations came from applying the tool to the policies or procedures?

- A high-priority recommendation is to improve coordination, communication, and data collection regarding procurement from businesses that are certified local and/or are registered in the Targeted Business Directory.
- Share information with Purchasing Contacts about the Targeted Business Enterprise Program and communicate frequently about the long-term economic and social benefits of supporting local small businesses.
- Continue to require informal solicitation of quotes for purchases between \$5,000-10,000.
- Develop and publish a Buying Plan similar to City of Milwaukee.
- Consider a program similar to Phoenix, AZ where certified Local Small Business Enterprises would get the first opportunity to submit quotes for purchases of goods and services under \$25,000.
- Create a more welcoming and user-friendly landing web page for Doing Business with the City of Madison.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

This Equity Analysis was conducted late in 2018 and the recommendations presented would require more time and buy-in from multiple agencies before changes may be applied.



## Engineering Division

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The plan and our goals are reviewed at every Engineering Management Team meeting.

2. Short-term goals:

- a. Agency short-term goal #1: **When candidates are solicited from outside of the Organization, the Engineering Division will strive to meet the target goals for women and people of color, based upon meeting or exceeding Local, State, or National applicant availability, whichever is determined most appropriate for a given job / job family.**

- i. If the goal was met, what a new goal for 2019 will be:

The Engineering Division met the goal of continuing improvements in hiring women and persons of color. In 2018 the Division had a net increase of 13 permanent employees. Women accounted for 53.85% of this increase; people of color accounted for 28.57%. Overall the Engineering Division's representation of women in permanent positions increased from 22.82% to 25.31%. Persons of color overall representation in permanent positions in the Engineering Division increased from 8.72% to 9.26%.

This will continue to be an area of focus and a short-term goal in 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager

- b. Agency short-term goal #2: **The Engineering Division shall establish a network of contacts for use in advertising job openings, with the objective of reaching more women or people of color. Contacts may be specific to the job opening and can change frequently.**

- i. If the goal was met, what a new goal for 2019 will be:

In 2018 the Engineering Division continued its use of a core group of contacts for outreach and recruitment for job openings (Attachment A). Additionally, a specific outreach and recruitment plan was developed for each position advertised on an open and competitive basis (Attachment B). The Division also participated in a number of outreach activities to recruit applicants for existing and future openings as well as expose participants to career opportunities in the Engineering Division.

This will continue to be a short-term goal in 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager

- c. Agency short-term goal #3: **The Engineering Division RESJI Team shall look at all of the 8 Equitable Workforce Plan categories (Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, Training), review the progress and accomplishments of 2018 and determine the priorities for 2019 and going forward. The Team shall identify any specific project they may be able to undertake.**
  - i. If the goal was met, what a new goal for 2019 will be:

### **Hiring**

RESJ Hiring Tool - In 2018 the Engineering Division used the RESJ hiring tool for two vacant positions - Architect 3 and Sustainability Program Coordinator.

Position Descriptions - Prior to advertising any position, each position description is reviewed and updated to assure that it only reflects the needed knowledge, skills and abilities.

Prerequisites - Entry level Operations positions do not require applicants to have a CDL. Rather they are only required to be eligible to obtain one. Selected applicants are then required to pass the written exam prior to their first day of work. Employees receive on the job training and are provided 12 months to obtain their CDL.

Interview Process - Written interview questions and benchmarks are developed using the position description to assure that all questions are directly related to the position. Applicants are provided written copies of the questions upon their arrival to review and refer to during the interview. Women and people of color are included as members of interview panels.

### **Recruitment**

In 2018 the Engineering Division continued its use of a core group of contacts for outreach and recruitment for job openings (Attachment A). Additionally, a specific outreach and recruitment plan was developed for each position advertised on an open and competitive basis (Attachment B). The Division also participated in a number of outreach activities to recruit applicants for existing and future openings as well as expose participants to career opportunities in the Engineering Division including: job fairs and on-site interviews hosted by community based organizations such as Madison Urban League, Operation Fresh Start, Forward WI, etc.; UW Engineering School Spring Career Fair; 2018 FutureQuest event organized by the Dane County Consortium of schools to expose 7th and 8th grade students to career opportunities; Civil/Geo Fall Job Fair at UW-Madison; East High STE(A)M week.

### **Onboarding and Orientation**

We formalized and enhanced our new employee onboarding process to include a Welcome Letter with FAQs (Attachment C), checklist (Attachment D) and PowerPoint presentation (Attachment E) to guide hiring managers through the process of welcoming a new employee and orienting them to their new position within our organization. RESJ Team members have assumed responsibility for arranging informal get togethers such as lunch to provide a more informal situation to introduce new employees to coworkers.

### **Retention, Promotion and Training**

Engineering routinely mentors interns and hourly employees to develop their skills and provide them the experience necessary to successfully compete for permanent positions.

Grow Our Own - The Engineering Division makes a significant investment in each employee it hires, mentors and develops. This provides us with qualified employees eligible to compete for

promotional opportunities. Promoting from within is essential for retention. It keeps people motivated to do their jobs effectively and efficiently. Hiring external candidates despite having highly qualified internal candidates can be viewed as demoralizing and lead to the loss of highly qualified employees. Hiring from within promotes internal relationships. This capitalizes on the sense of community that we are looking to create. Additionally, each internal promotion typically results in additional promotional opportunities providing more than one person the opportunity to advance their career with the Engineering Division.

Out-of-Class Training and Work Opportunities – Each year employees in Operations are provided the opportunity to identify higher level positions in which they are interested. Employees are then provided initial training and then afforded the opportunity to work in the higher level positions on an out-of-class basis. This provides those who participate to the opportunity to expand their experience and be in a better position for promotional opportunities as they arise.

Wastewater Operator Certification - In conjunction with Human Resources implemented a voluntary certification program for Sewer and Drainage Maintenance Tech 1s. Upon certification employees are promoted Sewer and Drainage Maintenance Tech 2. In 2018, one additional employee received certification and was promoted to Tech 2.

Engineering will continue to work on this goal in 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

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- iii. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager
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3. Long-term goals:

- a. **Agency long-term goal #1: Improve employment opportunities for High School age and young adults by participation in the City's AASPIRE program and the Summer High School Intern Program. Both promote bringing in under-represented employees for a given employment area and introducing them to the profession or field of employment, for increased representation in the long term.**

- i. Progress made towards this goal in 2018:

The Engineering Division regularly participates in a number of programs to provide high school and college students real world exposure to work in the architectural and engineering fields.
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In 2018 we sponsored two opportunities for high school students. One student intern was employed through the Wanda Fullmore High School Internship; another student was employed through the Madison Metropolitan School District's Youth Apprenticeship Program. We also sponsored two AASPIRE interns in 2018.
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Engineering also continued its partnership with Operations Fresh Start (OFS) to provide employment training opportunities through their Pathways Program. OFS provides a supervised crew to work on conservation and stewardship projects in Madison Stormwater Utility owned lands.
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- ii. Any changes we will make to make progress towards this goal in 2019:

[Redacted]

iii. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager

b. Agency long-term goal #2: **This goal is hiring thru a 'mentoring' process. City Engineering will take advantage of opportunities to extend promising, under-represented AASPIRE participants by hiring them as an hourly employee. We will take advantage of opportunities to hire promising, under-represented hourly employees as permanent employees with "trainee" designation.**

i. Progress made towards this goal in 2018:

We did not have the opportunity to extend employment of an AASPIRE intern. We have, however, advertised for two hourly engineer positions with the goal of mentoring the individuals hired.

We continue to provide out-of-class work opportunities for Operations employees to gain training and experience performing work in higher level positions in which they are interested. This provides those who participate the opportunity to expand their experience and be in a better position to compete for promotional opportunities.

ii. Any changes we will make to make progress towards this goal in 2019:

We have not yet developed a formalized job shadowing program but intend to move forward with that in 2019.

iii. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager

a. Agency long-term goal #3: **This goal is to increase representation for persons of color and /or females in the skilled jobs field by establishing a training program. Graduates could possibly move to City employment, but be very employable within the community at large.**

iv. Progress made towards this goal in 2018:

The Engineering Division continued its Green Power Solar Installer training program in 2018. Three individuals completed the program - 2 women and 1 person of color.

In 2018 we also created a Facilities Maintenance Technician Trainee position. This program is essentially an in-house apprenticeship program designed to provide training in electrical, HVAC and plumbing over a 42 month period. A female from the Green Power Program was hired into this position.

v. Any changes we will make to make progress towards this goal in 2019:

[Redacted]

vi. Person(s) responsible for this goal in 2019:

Kathy Cryan, Deputy Division Manager

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Position specific outreach and recruitment plans.  
GreenPower Solar Installer Program.  
Participation in MMSD Youth Apprenticeship Program.

Development of In-House Skilled Trades Apprenticeship Program.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Kathy Cryan	Christy Bachmann	Janet Schmidt
Victoria Ramirez	Adam Vandenhuevel	Jeanne Hoffman
Jojo O'Brien	Brynn Bemis	Daniel Oliveras
Megan Eberhardt	Lori Janusz	Johanna Johnson
Tory Larson		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 2  
Provide copies of all completed uses. (uploaded to sharepoint site)
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1  
Provide copies of all completed uses. (uploaded to sharepoint site)

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Recommendations were implemented directly into our Flood Control Relief Remediation Plan which is in the final review process and will be accepted by the Board of Public Works.

a. What recommendations came from applying the tool to the policies or procedures?

1. Enhanced engagement.
  2. Education for property owners, builders and developers.
  3. Targeting flood prone areas for land acquisition.
  4. Investigation of a reduced rate loan program to be used private drainage issues not associated with public stormwater.
  5. Enhanced data collection.
  6. Placing elevation restrictions on new and developing properties.
  7. New development requirements that roadway system functions as safe overflow for 100-year storm event and that major greenway systems are designed to accommodate 500-year events.

b. What recommendations was your agency able to apply in 2018? How significant was this change?

1. Enhanced engagement. Have started working on more community engagement including website creation, on-line self-reporting and community meetings. This started in late 2018 and has had very positive feedback and benefits for both property owners and city staff.
  2. Education for property owners, builders and developers. This started late 2018 including working with builders in new subdivisions on the requirements for flood protection and how they can create more robust developments that can withstand increased extreme weather events. Engineering has also implemented new design standards for developments on the Isthmus and have been in discussions with Planning staff on the need to work closer with

developers for ways to supplement detention on their properties, especially those on the Isthmus. Flyers were created to help property owners understand best practices regarding drainage and the sewer system.

3. Targeting flood prone areas for land acquisition. Staff has identified 4 properties that we are actively working on to purchase which will have positive impacts on flood control, including 2 properties that have historic flood damage that the city would like to acquire.
4. Investigation of a reduced rate loan program to be used private drainage issues not associated with public stormwater. Not started.
5. Enhanced data collection. Staff started more robust data collection including categorizing and mapping data in GIS. Included 911 calls received by Police and Fire, on-line data collection and mapping historical flood data. This has been extremely important in identifying areas that will require more study and will be used to prioritize and budget projects in the future.
6. Placing elevation restrictions on new and developing properties. Implemented in 2018 and will be important to ensure properties do not inadvertently cause flooding problems in the future.
7. New development requirements that roadway system functions as safe overflow for 100-year storm event and that major greenway systems are designed to accommodate 500-year events. Started in late 2018 including working with builder in new subdivision on the requirements for flood protection and how they can create more robust developments to withstand increased extreme weather events.

## Finance Department

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

As part of the current equitable workforce plan, the Finance Department hosts all staff meetings. During each that occurred this year, the civil rights coordinator provided an update to the Department on the equitable workforce plan and the work of the Department's Equity Team.

2. Short-term goals:

- a. Agency short-term goal #1: **Formalize a peer mentoring program for all new hires in Finance.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was partially met.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

In 2018, there were four new full time hires and one intern. While three of the four new full time staff were paired with peer mentors, the intern did not get paired due to lack of specificity to managers on what constitutes a new hire eligible for pairing. The Department Head and Civil Rights Coordinator will discuss the peer mentoring program with all supervisors in quarter one of 2018.

- iii. Person(s) responsible for this goal in 2019:

Dave Schmiedicke and Kara Kratowicz

- b. Agency short-term goal #2: **Continue to host department-wide meetings and to train all Finance staff on RESJI Part 1 at one of the annual department-wide meetings.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was partially met.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Three Department-wide meetings were held in 2018; however, the RESJI Part 1 training did not occur at one of these meetings. Meeting dates for the 2019 Department-wide meetings are set. The Civil Rights Coordinator will reach out the city's Equity Coordinator in quarter one to confirm which meeting date will work to conduct the part one training in 2019.

- iii. Person(s) responsible for this goal in 2019:

Kara Kratowicz

- c. Agency short-term goal #3: **Compile an internal list of recruitment sources (civic, educational, professional organizations). Request employees to provide contact information for their alma mater and other groups to which they belong to expand recruitment/outreach efforts when positions become vacant. Collaborate with Human Resources to expand this list.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was partially met. The Department has the start of a list; however, not all staff were engaged in developing this list.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

A request to Finance Department staff to provide contact information for their alma mater and the groups which they are familiar did not occur at an all staff meeting as planned for 2018; however, a Human Resources intern previously compiled an affirmative action email list along with a finance specific advertising email list; additionally, one staff member of Finance prepared a separate recruitment list. In order to engage Department staff, we will disseminate a compilation of these existing lists in 2019 and request additional information for individuals and organizations not on the list.

- iii. Person(s) responsible for this goal in 2019:

Dave Schmiedicke and Kara Kratowicz

3. Long-term goals:

- a. Agency long-term goal #1: **Prepare an in-house organizational chart on Internet/SharePoint identifying employee, position title, contact information, area for employee feedback. Include photos of employees.**

- i. Progress made towards this goal in 2018:

The in-house organizational chart is available on the Finance SharePoint page. Permanent staff that joined the department in 2018 are all on the list but not all have a picture included yet. The SharePoint page does not include an area for employee feedback at this time; however, the logistics were discussed resulting in a conversation about how to ensure anonymity of employees on the feedback page in case they want to submit anonymous feedback.

- ii. Any changes we will make to make progress towards this goal in 2019:

Finance staff will work to ensure completeness of the SharePoint page including pictures of all staff. The interns will also be added to the SharePoint page. Staff will also follow up with IT on the feasibility of providing anonymous feedback through SharePoint.

- iii. Person(s) responsible for this goal in 2019:

Mike Quieto

- b. Agency long-term goal #2: **By 2018 increase all-staff meetings to quarterly. Use this time (2-3 hours) for departmental updates and equity discussions and pair with required trainings whenever possible (implicit bias, harassment, etc.). Data measure: Number of meetings held (1 in 2016; 2 in 2017, 4 in 2018).**

- i. Progress made towards this goal in 2018:

The Finance Department held three all staff meetings in 2018 (January, August, and October). Equitable workforce plan updates including APM 3-5 prohibited harassment reminders were included in every meeting.

- ii. Any changes we will make to make progress towards this goal in 2019:

In December 2018, the Department reserved time on staff calendars to achieve the goal of four meetings per year. These meetings will take place in the last month of each quarter (March, June, September, and December). In the first quarter of 2019, the Civil Rights Coordinator will follow up with the city's Equity Coordinator to schedule training on RESJI part 1.



iii. Person(s) responsible for this goal in 2019:

Kara Kratowicz

c. Agency long-term goal #3: **Utilize internal recruitment list to build relationships with individuals/organizations. Increase the number of qualified candidates from targeted groups. Improve department demographics in new hires until we are representative of the community. Hire at least two employees who are people of color. Create a standing in-house strategy group to assist in outreach efforts. As part of our outreach efforts, we would like to include LGBT organizations and people with disabilities. Develop a List Serv group with IT.**

i. Progress made towards this goal in 2018:

In 2018, there were 5 new hires (including 1 intern). Of the 2 employees hired in the para-professional category 2 were white men. Of the 3 employees hired in the administrative support category 2 were women and 1 was a person of color. The department is underrepresented in permanent positions by persons of color in (1) the officials and administrators, (2) the professionals, and (3) the administrative support categories.

ii. Any changes we will make to make progress towards this goal in 2019:

In 2019, we will continue working toward achieving this goal.

iii. Person(s) responsible for this goal in 2019:

All hiring managers and supervisors

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Continue working to institutionalize a peer mentoring program for all new hires.

### EQUITY PROGRESS

5. Please identify your agency's equity team members.

Rachel Auerback	Kara Kratowicz	Travis Martin
Brian Pittelli	Mike Quieto	

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 2  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

We applied the comprehensive tool to the ambulance hardship waiver, the local vehicle registration fee, and the fast track tool to the threshold of purchase of service contracts.

a. What recommendations came from applying the tool to the policies or procedures?

The recommendations from applying the tool to the Ambulance Hardship Waiver include:

1. Add language to the ambulance bill that is in a number of languages (e.g. Hmong and Spanish) which indicates who to contact if you need the document provided in a different language.
2. If we're able to work with AMB, have the waiver as a separate sheet in a separate color and have it mentioned on the first page of the letter.
3. Do a grade level analysis on the Emergency Medical Service bill and hardship waiver checklist.
4. Consider changing the mailing envelopes from the vendor to the City of Madison envelope (would require opening a PO Box and forwarding mail to the vendor PO Box, which causes a slight delay in processing).
5. Check with the Behavioral Insights Team, which method produces a better outcome.
6. Cross promote the ambulance waiver with Joining Force for Families case managers, city librarians, Fire Department workers, Public Health Nurses and Section 8 Housing Specialists. Additionally, cross promote specifically with community groups serving Black families (e.g. YWCA, Boys and Girls Club, Urban League, Community Centers).

The recommendations from applying the tool to the Local Vehicle Registration Fee include:

1. Offer amnesty days for municipal citations related to vehicle registration.
2. Bring mobile courts to underserved areas.
3. Create a hardship waiver or stipend.
4. Establish relationship with existing community partners
5. Implement the fee

The recommendations from applying the tool to the threshold of the purchase of service contracts include:

1. A high-priority recommendation is to improve coordination, communication, and data collection regarding procurement from businesses that are certified local and/or are registered in the Targeted Business Directory.
2. Share information with Purchasing Contacts about the Targeted Business Enterprise Program and communicate frequently about the long-term economic and social benefits of supporting local small businesses.
3. Continue to require informal solicitation of quotes for purchases between \$5,000-10,000.
4. Develop and publish a Buying Plan similar to City of Milwaukee.
5. Consider a program similar to Phoenix, AZ where certified Local Small Business Enterprises would get the first opportunity to submit quotes for purchases of goods and services under \$25,000.
6. Create a more welcoming and user-friendly landing web page for Doing Business with the City of Madison.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

Of the recommendations listed above, the Finance Department was able to complete a grade level analysis on the ambulance hardship waiver. The change was not significant as it has yet to yield any changes in the waiver itself at this time. The Local Vehical Registration Fee analysis was placed on file by the Common Council so recommendations were not implemented. The analysis of the threshold of the purchase of service contracts was conducted late in 2018 and the recommendations presented would require more time and buy-in from multiple agencies before changes may be applied.

## Fire Department

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Annual Report

2. Short-term goals:

- a. Agency short-term goal #1: **Increase the number of female applications 165 that was 10.2% of the total. The overall number of "People of Color" is about the same.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met in the our last Hiring Process cycle 2018 ~ 2019. Our goal will remain Work to increase the female applications in the upcoming hiring process which starts this fall October of 2019. This will be done through our Recuirment efforts .

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Recruitment Committee chairs; DC Scott Bavery, AE Lori Karst, PM Reggie Williams

- b. Agency short-term goal #2: **Training the staff in "RESJI", focusing in 2018 on front line supervisors, the fire fighters and support staff**

- i. If the goal was met, what a new goal for 2019 will be:

Partially, we completed Biase Training with the Front line supervisors

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Will work with the training division to schedule the fire fighter & medics. This is a lager task and will take time.

- iii. Person(s) responsible for this goal in 2019:

DC Price & DC Burrus

- c. Agency short-term goal #3: **To increase the number of people of color and women available to hire from on new upcoming list in 2018.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met for our last Hiring Process cycle 2018 ~ 2019

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Our Recruitment Committee chairs; DC Scott Bavery, AE Lori Karst, PM Reggie Williams will work to increase the participation level in our hiring process for women and people of color. This increases the possibility of more diversity for the actual hiring list.

3. Long-term goals:

a. Agency long-term goal #1: **Plan and schedule the continued training of staff on the topics developed by the RESJI team. The number of people attended the training use the data from our training records.**

i. Progress made towards this goal in 2018:

Bias Training for our front line supervisors

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Training division and myself DC Price

b. Agency long-term goal #2: **An increase in the number of people of color and women that compete in promotional process.**

i. Progress made towards this goal in 2018:

We are doing a Lieutenants process in 2019 and the application went live January 2, 2019 and will close February 1, 2019 so we will not know the numbers or the diversity until then.

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

DC Price & committee

c. Agency long-term goal #3: **A continued and sustainable increase in the number of people of color and women available to hire from the Hiring list.**

i. Progress made towards this goal in 2018:

Some progress was made in the our last Hiring Process cycle 2018 ~ 2019

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Our Recruitment Committee chairs; DC Scott Bavery, AE Lori Karst, PM Reggie Williams will work to increase the participation level in our hiring process for women and people of color. This increases the possibility of more diversity for the actual hiring list.

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

no

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

we have to rebuild our team		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

none, we have to rebuild our team

- a. What recommendations came from applying the tool to the policies or procedures?

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

**Fleet Service Division**

**AGENCY-SPECIFIC QUALITATIVE GOALS**

- 1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

During all Fleet staff meetings, the equitable workforce plan is discussed. The City's posters about equity are also posted in the garages. All new employees and promotions are met by the Superintendent and during these equity goals, and the importance of a respectful and diverse workplace are discussed. In a number of meetings with Local 236, the auto technicians' employee association, equity goals have been discussed especially in terms of hiring practices and partnering toward our common interest in equity.

- 2. Short-term goals:
  - a. Agency short-term goal #1: **Work closer with the Human Resources department to better understand where job applications are being posted in an effort to maximize potential of receiving more minority applications.**

- i. If the goal was met, what a new goal for 2019 will be:  
The goal was met but we will continue in 2019.
    - ii. If the goal was not met, what changes will be made to achieve this goal in 2019:
    - iii. Person(s) responsible for this goal in 2019:  
Superintendent, Robin McAlister-Sims

- b. Agency short-term goal #2: **Increase placement of job postings to specific target groups, organizations, clubs, community colleges, and other places in an effort to reach potential applicants.**

- i. If the goal was met, what a new goal for 2019 will be:  
The goal was met but we will continue in 2019.
    - ii. If the goal was not met, what changes will be made to achieve this goal in 2019:
    - iii. Person(s) responsible for this goal in 2019:  
Superintendent, Robin McAlister-Sims

- c. Agency short-term goal #3: **In 2018, Fleet will continue to seek training for employees through HR and Civil Rights Departments on RESJI, such as subconscious bias, etc.**

- i. If the goal was met, what a new goal for 2019 will be:  
Goal was met with promotions and new staff
    - ii. If the goal was not met, what changes will be made to achieve this goal in 2019:
    - iii. Person(s) responsible for this goal in 2019:  
Superintendent, Robin McAlister-Sims

3. Long-term goals:

- a. Agency long-term goal #1: **Work to make sure that the new Fleet Service building will be ADA compliant and accessible unlike the current Fleet Service central repair shop, and also have a multipurpose community room designed for all community groups including minority groups.**

- i. Progress made towards this goal in 2018:

The design is fully ADA compliant

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Superintendent

- b. Agency long-term goal #2: **With minority applications having been received to some degree in the past, many did not make it past the minimum qualifications. A better understanding of deficits could then be communicated to outreach groups in an effort to better prepare potential job applicants.**

- i. Progress made towards this goal in 2018:

We modified the Auto Technician testing in 2018 in order to qualify more candidates. Among the successes of 2019, Fleet hired the first female Auto Technician the City of Madison has ever had after implementing the new test.

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Superintendent

- c. Agency long-term goal #3: **Our long-term priority is for the Fleet Service division to reflect the vibrant and diverse Madison community we live and work in. Establish personal relationships with specific groups such as: Urban League, Latin American Support Group, Boys and Girls Club, Community colleges, and other resources to potentially attend job fairs or meetings to create awareness of potential job opportunities with the City of Madison and our Department**

- i. Progress made towards this goal in 2018:

Our recruitments are including outreach, job fairs and meetings with local high schools, MATC, and community groups. We are also providing tours of Fleet facilities

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Superintendent



4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Our outreach with high schools has resulted in 3 High School Apprentices of Color, along with our first ever female High School Apprentice who will start in January 2019. She will work with our first ever female Fleet Technician. This has greatly changed the dynamics of the Fleet Service Dept. We are also working with HR, Legal, and MATC to implement scholarships for MATC students in exchange for a commitment to work for Fleet upon graduation which could help diversify the makeup of Fleet staff.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Mahanth Joishy		
Robin McAlister-Sims		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1 (in process)  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

- a. What recommendations came from applying the tool to the policies or procedures?

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

## Human Resources Department

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Equitable Workforce Plan was sent out to all staff early on in the year and further discussed in agency unit meetings.

2. Short-term goals:

- a. Agency short-term goal #1: **100% of staff attend Implicit Bias or RESJI training. All HR Managers will be aware of which staff need yet to attend.**

- i. If the goal was met, what a new goal for 2019 will be:

While this goal was nearly met, we have so many new staff on board that we will be completing this goal and ensuring all new staff are also trained.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

This year, we will begin the year with a meeting with OD to ensure we get all staff registered for RESJ Training who need that training within the first month.

- iii. Person(s) responsible for this goal in 2019:

Erin Hillson

- b. Agency short-term goal #2: **Review the recommendations and implement changes out of the recommendations from the Equity Analysis of the HR recruitment process and work culture held in October 2017.**

- i. If the goal was met, what a new goal for 2019 will be:

Not met, but completed portions. Hired Budget/Data Coordinator to assist with data needs related to equitable workforce planning, made some modifications to hiring process, and enhanced onboarding process.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

This year we were understaffed and spent much of the year filling positions critical for achievement of this goal. Next year we will be fully staffed and have scheduled strategic planning to begin in December, to ensure we accomplish goal #2.

- iii. Person(s) responsible for this goal in 2019:

Harper Donahue, IV

- c. Agency short-term goal #3: **Increase opportunities for HR Staff to participate in cultural activities together.**

- i. If the goal was met, what a new goal for 2019 will be:

Not met. We will be replacing this goal with, "Increase number of trained facilitators to help with RESJI Training and analysis facilitation. Currently we have two facilitators who have been trained to lead RESJI Trainings and/or equity analyses. We would like to increase this to at least 6, which would be a third of our staff.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We increased opportunities for HR Staff to participate together, but not specifically in cultural activities. Related to our new goal, we will encourage new facilitators to attain training in RESJ Facilitation.

- iii. Person(s) responsible for this goal in 2019:

Alia Stevenson

3. Long-term goals:

a. Agency long-term goal #1: **Implement Racial Equity Impact Analysis of Hiring Process List of Improvements**

- i. Progress made towards this goal in 2018:

Moderate

- ii. Any changes we will make to make progress towards this goal in 2019:

We will incorporate this goal in the strategic planning we are doing beginning in December, 2019.

Additional steps taken to implement include hiring of Budget/Data Coordinator, increased outreach for recruitment, enhanced onboarding, and modification of notices related to our hiring process.

- iii. Person(s) responsible for this goal in 2019:

Alia Stevenson and Mike Lipski

b. Agency long-term goal #2: **Increase racial/ethnic diversity of HR Staff through use of available tools, including RESJ Analysis, Trainee Designations, etc.**

- i. Progress made towards this goal in 2018:

Significant progress. In 2017, 6.25% representation of employees of color - In 2018, up to 22.22%. Progress was made in HR staff through the use of additional outreach and RESJ analysis tools.

- ii. Any changes we will make to make progress towards this goal in 2019:

Not anticipated to have vacancies in 2019

- iii. Person(s) responsible for this goal in 2019:

Harper Donahue

c. Agency long-term goal #3: **Implement Racial Equity Impact Analysis of Training List of Improvements**

- i. Progress made towards this goal in 2018:

Moderate. Improved diversification of presenters, included required inclusion activities to create safe learning spaces.

- ii. Any changes we will make to make progress towards this goal in 2019:

Additional data is needed to make further progress.

- iii. Person(s) responsible for this goal in 2019:

Alia Stevenson

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Improved onboarding process, use of equity tool.

## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Tameaka Bryant	Harper Donahue	
Alia Stevenson		
Lindsay Bessick		
Karl van Lith		
Erin Hillson		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Paid Parental Leave

a. What recommendations came from applying the tool to the policies or procedures?

1. Ensure accessibility and clarity of the policy
2. Provide clear communication around the normal accrual of paid parental leave during the time period employees are off on paid parental leave.
3. HR to complete survey and evaluation of program one year after implementation, including evaluation of the need and impact of foster care paid leave and elder care paid leave
4. Create a process to help managers plan for paid leave use
5. Create a communication plan that includes benefits of paid leave, and prohibition of retaliation for paid leave use (also under 3-5)
6. Create a process to help smooth transition for employees who are returning to work from paid leave.
7. Train payroll clerks and managers on eligibility and use of paid leave.
8. Modify eligibility to include all births after September 1, 2018, with paid leave only available after Jan. 1, 2019.
9. Changes to rules related to wage insurance eligibility and leave exhaustion
10. Impact of absences on seniority/longevity (while this is considered outside of the scope, we anticipate near elimination of the impact on seniority/longevity which occurs around birth/adoption because employees will be in a paid leave status during the period of paid parental leave since seniority and longevity are only impacted when an employee is in an unpaid leave status).

b. What recommendations was your agency able to apply in 2018? How significant was this change?

1. Ensure accessibility and clarity of the policy
2. Provide clear communication around the normal accrual of paid parental leave during the time period employees are off on paid parental leave.
3. HR to complete survey and evaluation of program one year after implementation, including evaluation of the need and impact of foster care paid leave and elder care paid leave

4. Create a process to help managers plan for paid leave use
5. Create a communication plan that includes benefits of paid leave, and prohibition of retaliation for paid leave use (also under 3-5)
6. Create a process to help smooth transition for employees who are returning to work from paid leave.
7. Train payroll clerks and managers on eligibility and use of paid leave.
8. Modify eligibility to include all births after September 1, 2018, with paid leave only available after Jan. 1, 2019.

These changes were beneficial in communicating around our new policy, providing added eligibility for users, and providing more support for employees transitioning back into the workplace.

## Information Technology

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

It is integrated into our workplace culture and procedures.

2. Short-term goals:

- a. Agency short-term goal #1: **Provide RESJI 3 Training for the Equity Team, budget contacts and department head.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

This goal was put on hold until the new department head was hired. We will continue this goal into 2019.

- iii. Person(s) responsible for this goal in 2019:

Amanda Lythjohan

- b. Agency short-term goal #2: **Promote MAC/WIC/RESJI committees and their activities within the IT teams and at the department wide meetings.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We would like to change this short term goal to be: Ensure all new permanent employees attend RESJI 1 and 2 trainings as part of their on-boarding process.

- iii. Person(s) responsible for this goal in 2019:

Amanda Lythjohan and team leaders

- c. Agency short-term goal #3: **Utilize the hiring tool for the majority of IT permanent position vacancies. The number of times this will be used is dependent on the number of vacancies and whether we have sufficient funding to fill them.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met. We would like to keep this goal for 2019 because this rendered great results.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Amanda Lythjohan and team leaders

3. Long-term goals:

a. Agency long-term goal #1: **Provide paid internship(s) each year through 2020 for women and/or people of color. We will increase this as funding and other staff resources permit.**

i. Progress made towards this goal in 2018:

We hired 2 employees using this methodology

ii. Any changes we will make to make progress towards this goal in 2019:

We will share this plan and goal to IT Supervisors, so they consider this as part of their project plans for 2019.

iii. Person(s) responsible for this goal in 2019:

Managers and Principals

b. Agency long-term goal #2: **Expand our employee development efforts to include mentoring programs, cross training, job shadowing, specific assignment placement and/or succession planning.**

i. Progress made towards this goal in 2018:

We are doing continuous cross training and specific assignment placement.

ii. Any changes we will make to make progress towards this goal in 2019:

More emphasis on job shadowing, mentoring and succession planning.

iii. Person(s) responsible for this goal in 2019:

Managers and Principals

c. Agency long-term goal #3: **Staff at the ITS-3 will be considered for training such as: City of Madison’s Supervisory Academy, Leadership Development programs, Project Management and Facilitator training.**

i. Progress made towards this goal in 2018:

Yes

ii. Any changes we will make to make progress towards this goal in 2019:

Include all IT staff in trainings such as Change Management, Performance Excellence, Project Management and Business Analysis.

iii. Person(s) responsible for this goal in 2019:

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Using long-term goals #1 and #2 and the RESJI tool, we were able to hire 10 new employees, 6 of which were either a person of color or a woman.

**EQUITY PROGRESS**

5. Please identify your agency’s equity team members.

Herb King	Juliet Sanders	Amanda Lythjohan
Joe Schraven	Ning Ningrum	Brendan Pautsch
Jackie Goltz		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0, There was not an opportunity to use this tool.- Check with Media Team!  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0, There was not an opportunity to use this tool  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

0, There was not an opportunity to use this tool. Moving forward we will use them with some of our new processes and procedures.

- a. What recommendations came from applying the tool to the policies or procedures?

N/A

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

N/A



## Library, Public

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

In 2018, we discussed our Equitable Workforce Plan on our Library Management blog (Minute with a Manager), which is accessible to all Library employees. We will continue to use this in 2019 and will also use the newly created Racial Equity Change Team to disseminate Equitable Workforce Plan information to staff.

2. Short-term goals:

- a. Agency short-term goal #1: **Library Management and Human Resources will use the Equitable Hiring Tool on 75% of hiring processes.**

- i. If the goal was met, what a new goal for 2019 will be:

Library Management and Human Resources will use the Equitable Hiring Tool on all Library positions at least once every three years.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Krissy Wick

- b. Agency short-term goal #2: **Questions about inclusivity will be added to the staff engagement check-in tool. An exit interview tool will also be developed including questions about inclusivity. A process for gathering data about tool usage will also be put in place.**

- i. If the goal was met, what a new goal for 2019 will be:

In 2019, we will collect data from check-ins, exit interviews, and equity team activities to determine how inclusive staff feel our work culture is.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Library Equity Team

- c. Agency short-term goal #3: **We will compare the racial and ethnic diversity of our staff by library location and to neighborhood library service area demographics to determine our success in recruitment and hiring efforts.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

This will be set as an early 2019 priority for our Community Engagement Coordinator and Library Planner.

- iii. Person(s) responsible for this goal in 2019:

Annie Weatherby-Flowers and Kevin Englebert

3. Long-term goals:

a. Agency long-term goal #1: **Develop targeted recruitment strategies on a local, regional, and national level.**

i. Progress made towards this goal in 2018:

This year we began an improvement effort on our entire hiring process. One area targeted for immediate improvement was marketing our positions. We have seen growth in recruitment numbers after having our Community Engagement Coordinator help to promote our positions on a local level, but we continue to seek ways to market our positions at the national and regional levels. We have also continued to explore different internship opportunities directed at working with students of color. We host numerous interns through the Wanda Fullmore program, along with interns from other programs like the Public Library Association Inclusive Internship Program and Centro Hispano's Escalera program. We have had success in finding long-term positions for several of these interns.

ii. Any changes we will make to make progress towards this goal in 2019:

In 2019, we will continue our approach for local recruitment and will look at new ways to recruit on a regional and national level.

iii. Person(s) responsible for this goal in 2019:

Annie Weatherby-Flowers, Marc Gartler, Michael Spelman

b. Agency long-term goal #2: **Work with Organizational Development and Training to develop a comprehensive approach to training and professional development for employees at all levels.**

i. Progress made towards this goal in 2018:

In addition to looking at our hiring process, we began an improvement effort on our onboarding process. We are looking at better documenting our process, creating more consistency across library locations, including additional training elements into our onboarding, and adding in more formalized check-ins between new staff, trainers, and supervisors.

ii. Any changes we will make to make progress towards this goal in 2019:

In 2019, we will implement our onboarding changes and look at professional development for long-term employees.

iii. Person(s) responsible for this goal in 2019:

Krissy Wick

c. Agency long-term goal #3: **We will apply the data collected about diversity to refine hiring processes.**

i. Progress made towards this goal in 2018:

We continue to do this through the use of the Equitable Hiring Tool.

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Krissy Wick, HR

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

We have been piloting several different versions of the project charter tool developed by the Voice of the Process committee. The charter tool has given us structure and provided accountability so that we can make rapid cycle changes and follow through on our ideas. We also continue to find immense value in having community members on our interview panels. These community members challenge us in positive ways and have helped us see beyond the traditional library scope to make more inclusive hiring decisions.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Brianna Williams	Yesianne Ramirez	Annie Weatherby-Flowers
Sarah Lawton	Krissy Wick	

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 2  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Open hours at the Monroe Street Library

- a. What recommendations came from applying the tool to the policies or procedures?

Applying the tool showed us that the hours change we were proposing would not create significant negative impacts on the Monroe Street neighborhood.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

We made the change to the hours and have been met with a positive response from residents.

## Mayor's Office

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The plan was shared with all Mayoral staff. We have had discussions and updates in Mayor staff meetings.

2. Short-term goals:

- a. Agency short-term goal #1: **At least one employee who is female, of color, or disabled must be part of the interview process for all interns hired. This employee should also be part of their supervising/evaluating team. We will strive to have our intern race and gender demographic match that of the Madison community. Hiring staff will keep Madison community race and gender demographics in mind each year when hiring. A male of color will also be part of the supervising/evaluating team.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met in the hiring of the new Mayoral Office Clerk position. We have a strong diverse Deputy Mayor staff. We will have a potential of two retirements in Deputy Mayor positions We will continue to encourage and ensure the diversity of Deputy Mayors in this office

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Mayor

- b. Agency short-term goal #2: **Entire department is updated monthly by RESJI staff and/or Racial Equity Coordinator. This will be done to encourage a workplace culture where everyone has the opportunity to be a part of the racial equity conversation.**

- i. If the goal was met, what a new goal for 2019 will be:

yes this goal was met. For 2019, We will ask every Mayoral staff review their area of responsibility and recommend or lead a racial equity in a particular area.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Mayor's office equity coordinator

- c. Agency short-term goal #3: **All employees will complete at least one training annually related to equity, diversity, or leadership (ex. women in leadership, YWCA racial justice summit, civil rights and diversity training, classification position description fair labor standards act, how to write a position description, Racial Equity and Social Justice 1 and 2, etc.) OR complete one training in an area that the employee feels they could use to better their chances at promotion, or to broaden their skill set. Employees will continue to**

**take advantage of the trainings available. We will also alert staff to the GARE webinars that are available to all.**

- i. If the goal was met, what a new goal for 2019 will be:

Yes, We will include a racial equity topic in Mayor's Staff Tea meetings.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Mayor's Office Equity Coordinator

3. Long-term goals:

- a. Agency long-term goal #1: **Institutionalizing RESJI.**

- i. Progress made towards this goal in 2018:

Mayor Budget instructions for managers on including RESJI in their budget recommendations, human resource equitable hiring tool, continued use of racial equity tool in major decisions such as evaluation of events, rally and marches process

- ii. Any changes we will make to make progress towards this goal in 2019:

Continue to request agencies to implement racial equity analysis in budget decisions, policies and practices.

- iii. Person(s) responsible for this goal in 2019:

Mayor's Office Equity Coordinator

- b. Agency long-term goal #2: **Assess current status of diversity in management. Promoting diversity in management and professional positions within the City. Utilize training program method of promotion to upper level City staff positions. Establish targeted leadership programs specifically for under represented groups.**

- i. Progress made towards this goal in 2018:

We have increased diversity in management positions

- ii. Any changes we will make to make progress towards this goal in 2019:

We need to implement a strong mentorship program for those who are interested in promoting to supervisory and management positions.

- iii. Person(s) responsible for this goal in 2019:

Mayor's Office Equity Coordinator and Human Resources

- c. Agency long-term goal #3: **Establish employee groups/diversity councils (ex. Latino City Council or African American City Council), and find ways to bolster/offer support to already existing committees whose mission focuses on gender and/or race issues (MAC, WIC, etc.). Establish an Affirmative Action council. Establish a City LGBTQ Resource Group as well as a Women's Issues Committee to ensure pay equity among our workforce.**

- i. Progress made towards this goal in 2018:

Latino Community Engagement Team has done great work in 2018. Mayor's office has worked with WIC on their recommendation on breastfeeding policy. We continue to work with RESJI Strategy Team and MAC on improving diversity at all levels of the organization.

- ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Mayor's Office Equity Coordinator

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Utilizing the Equitable Hiring Tool was helpful

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Gloria Reyes		
Tariq Saqqaf		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Events and Marches Application and Permit Process

a. What recommendations came from applying the tool to the policies or procedures?

Still working on them

b. What recommendations was your agency able to apply in 2018? How significant was this change?

Still working on them

## Metro Transit

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Discussion with staff when using tools. This would not make all staff aware. In the future, we could email the plan to staff with email and share paper copies with those who don't.

2. Short-term goals:

- a. Agency short-term goal #1: **Send as many Metro Transit employees as possible who are regularly used for interviews, as well as members of the Equitable Workforce Planning Team and the Metro Racial Equity Team, to the bias in hiring training developed by DCR and HR.**

- i. If the goal was met, what a new goal for 2019 will be:

Increase pay for driver trainees. These employees are currently hired at Federal minimum wage and paid that during training. This idea came up when we used the Equitable Hiring Tool on this position.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We sent as many employees as we could (more than a dozen.) We will continue to encourage/send people as training is available, but that can be pursued outside of the goals in this plan.

- iii. Person(s) responsible for this goal in 2019:

Crystal Martin

- b. Agency short-term goal #2: **Continue having meetings at least 6 times a year and increase participation and leadership by more members. This was started in the last part of 2017 by having members volunteer on a rotating basis to create the agenda, take minutes, facilitate the meeting and schedule the meeting. We would like to continue to work on creating more leadership in the group.**

- i. If the goal was met, what a new goal for 2019 will be:

Increase the use of balanced interview panels, including women, people of color, rotating use of interviewers and including people outside of Metro Transit, for hires in finance and marketing units.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Crystal Martin, Chuck Kamp, Mick Rusch, Jeff Daniels

- c. Agency short-term goal #3: **Continue to pursue relationships with other agencies that can build our reach for potential candidates. In 2018, we will focus on Operation Fresh Start and United Way.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

United Way was not found to be a good fit for Metro (their program looks for full time jobs that pay at least \$15/hr. Our most frequent hires are part time driver positions.) However, we have had successful meetings with Operation Fresh Start and will continue working with them to build our partnership.

- iii. Person(s) responsible for this goal in 2019:

Crystal Martin, Chuck Kamp

3. Long-term goals:

- a. Agency long-term goal #1: **Develop an onboarding team/process with several goals: 1) making new people feel part of the team and making sure they have the tools/information to learn their jobs well; 2) promoting cross-cooperation and understanding between Metro Transit units; 3) using this team to develop some strategies to potentially help current employees who want to move up in the organization.**

- i. Progress made towards this goal in 2018:

Most units have started to use the Onboarding Report rather than the old Probationary Report in reviews of probationary employees. New part time drivers now meet with a trainer one-on-one after being on the road for a month to ask questions/clarify procedures.

- ii. Any changes we will make to make progress towards this goal in 2019:

We will get an inventory of the onboarding process each unit uses when employees are hired, and at 3 months and 6 months. This will help us define what we see as needs for each unit, training and future goals. We will develop specific accomplishable goals towards a robust onboarding program.

- iii. Person(s) responsible for this goal in 2019:

Chue Lor, Teresa Santulli, Fran Taylor, Crystal Martin

- b. Agency long-term goal #2: **Work with City Human Resources and the Department of Civil Rights on benchmarks to make sure applicants as well as current employees can successfully work with multicultural communities/co-workers and customers/co-workers who have disabilities.**

- i. Progress made towards this goal in 2018:

- ii. Any changes we will make to make progress towards this goal in 2019:

This goal was changed in 2018 to Customer Service Training for drivers. We will continue this goal but include all employees rather than just drivers. For some employees, customer service will be for internal customers. We will take an inventory about what each unit provides in the way of customer service training now and develop goals based on what we find.

- iii. Person(s) responsible for this goal in 2019:

Vafa Lalani, Ann Schroeder, Crystal Martin



- c. Agency long-term goal #3: **Educate employees about what racial equity is and make racial equity training (such as that available at the YWCA) available to all employees in the organization over time. Work with the city's RESJ Tools & Training Team to develop a training plan for transit staff.**

- i. Progress made towards this goal in 2018:

Metro worked with the RESJI Tools & Training Action Team to train facilitators for a one-hour training for field employees. The first trainings in January are scheduled at Metro and facilitators are secured. We are working on scheduling more trainings throughout 2019.

- ii. Any changes we will make to make progress towards this goal in 2019:

Conduct the training for as many employees as possible.

- iii. Person(s) responsible for this goal in 2019:

Ann Schroeder, Crystal Martin, Chue Lor, Phil Gadke

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Although we didn't use the Equitable Hiring Tool on our Transit Custodian position, we worked with our HR Analyst to change the minimum qualifications to open the positions to a wider pool of candidates.

Our Maintenance Manager has received training in RESJI concepts and values diversity in his unit. Getting buy-in from managers leads to greater positive outcomes and less push back. We were able to attract and hire a supervisor who speaks three languages. Since being hired, he has been promoted to manager. In addition to our Maintenance Manager, we now have two other managers in that unit who come from varied backgrounds and speak a total of 4 languages. In addition, we are exploring how to attract an even greater variety of candidates, such as females, underrepresented at Metro in several categories, including Skilled Craft Workers and Professionals (supervisors).

## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Chuck Kamp, General Mgr.	Ann Schroeder, CRC	Crystal Martin, Deputy GM
Fran Taylor, Employee Relations Asst.	Chue Lor, Maintenance General Supervisor	Teresa Santulli, Operations Supervisor
Vafa Lalani, Transit Operator	Barry Garrett, Transit Operator	Jackie Ingram, Transit Operator
Above are Equitable Workforce Team Members. Following are Metro Racial Equity Team members: Lisa Banks, Operations Supervisor	Deb Pufahl-Hughes, Katie McGrath, Andrea Sanders, Sonci Stone, Lonnie West, Transit Operators	Jenelle Kennedy, Jacqueline Wilson, Customer Service Representatives
Reva McFarlane, Operations Office Assistant	Nicole Sampson, Transit Service Worker	Rachael Mancera, Account Clerk 3

6. Equity Tools:
- How many times did your agency use the Equitable Hiring Tool? 1  
Provide copies of all completed uses.
  - How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
  - How many times did your agency use the Comprehensive Equity Tool? 3  
Provide copies of all completed uses.
7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Paratransit Changes, Bus Garage Remodel, Bus Purchase
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- What recommendations came from applying the tool to the policies or procedures?

<p>Paratransit changes -</p> <ul style="list-style-type: none"> <li>*delay fare increase (for riders and companions) - consider in 2019 budget</li> <li>*delay elimination of door-to-door service - consider in 2019 budget</li> <li>*move ahead with the plan to eliminate leave attended</li> <li>*postpone the recommendation to eliminate convenience tickets</li> <li>*eliminate directly operated service - phase out in 2018 based on negotiations with Union</li> </ul> <p>Bus Garage Remodel -</p> <ul style="list-style-type: none"> <li>*Investigate project labor agreement for hiring local labor through partner non-profit organizations</li> <li>*Phase project to make project less disruptive and make access to funding potentially easier in portions</li> <li>*Use value engineering to lessen impact on property tax payers.</li> <li>*Arrange for temporary parking for employees to relieve strain on neighborhood parking.</li> <li>*Positive impact on employees by including them in the decision making process throughout project.</li> <li>*Make modifications in a way that does not disrupt service.</li> <li>*Work with city to develop explicit standards for transit, transit infrastructure and employee environment</li> </ul> <p>Bus purchase -</p> <p>This tool use did not go further than the Scoping Guide. It was no longer necessary to make decisions that could have equity implications (such as cutting service if Metro did not have enough buses or money for both buses and current service) when more money was added to the budget. Because using the Scoping Guide showed the outcome bus purchase project would not be changed by use of the tool, further study was not done.</p>
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- b. What recommendations was your agency able to apply in 2018? How significant was this change?

\*Paratransit changes - Fare increase, eliminating door-to-door and convenience tickets were all delayed. This is allowing for further information about how the implementation of Family Care will affect the need for these changes. This was a significant change for paratransit users who would be negatively affected by the changes because they are not able to use cash, travel independently from the vehicle to the door of their drop-off location or have lower incomes and could not afford a fare increase.

\* Bus Garage Remodel -Project was phased to ease disruption and funding issues. A contract for temporary parking was signed during Phase 0 of project. Greater communication to those most affected (employees) by the garage remodel was implemented. This has the effect of allowing for feedback as the project progresses, and reducing stress since people are informed.

## Monona Terrace Community and Convention Center

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Discussed at All Managers Meetings, and equitable hiring tool used with each of our full-time, permanent hiring opportunities

2. Short-term goals:

- a. Agency short-term goal #1: **Require 100% of permanent employees at MT to attend RESJI Part I training in 2018.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Quicker request to Training and Development, to find out what employees still have to attend, so that we can follow up throughout the year

- iii. Person(s) responsible for this goal in 2019:

Jeff Boyd, Taylor Hauge, Andrea Miller

- b. Agency short-term goal #2: **Provide once per month TED talks on Diversity/Equity in lecture hall.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

speak with Senior Managers, to see where this idea came from

- iii. Person(s) responsible for this goal in 2019:

Boyd, Jeff and McManners, Gregg

- c. Agency short-term goal #3: **Continue to explore areas where potential candidates are falling through during the hiring process.**

- i. If the goal was met, what a new goal for 2019 will be:

Create a checklist of recruitment opportunities (websites, newspapers, associations, etc.) to increase exposure of employment openings to a more diverse population.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Equity team (see below)

3. Long-term goals:

- a. Agency long-term goal #1: **Create a posting location/site list for every position at Monona Terrace to prepare for future hiring.**

- i. Progress made towards this goal in 2018:

Presently employment opportunities are posted in two separate break rooms, for people to view upon request

- ii. Any changes we will make to make progress towards this goal in 2019:  

We can try and include information on Sharepoint; next challenge will be to get employees to visit Sharepoint to see updated information
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- iii. Person(s) responsible for this goal in 2019:  

Jeff Boyd, Andrea Miller
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- b. Agency long-term goal #2: **Increase the diversity of applicants to Administration, Technician, and Service positions at Monona Terrace.**
  - i. Progress made towards this goal in 2018:  

Account Tech 1 position hired in underrepresented category
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  - ii. Any changes we will make to make progress towards this goal in 2019:  

So much depends on our turnover - presently very low
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  - iii. Person(s) responsible for this goal in 2019:  

Jeff Boyd
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- c. Agency long-term goal #3: **Give the option to all MT employees to attend the Leadership Academy through the City HR offerings.**
  - i. Progress made towards this goal in 2018:  

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  - ii. Any changes we will make to make progress towards this goal in 2019:  

Get information out to staff members in plenty of time to request approval, register for Academy, get confirmation, and get on employee's schedule.
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  - iii. Person(s) responsible for this goal in 2019:  

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4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

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**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Jeff Boyd	Rogelio Vela	Sara Carrizal
Caitlin Rymer	Fran Puleo (left City 8/18)	Connie Thompson

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

- a. What recommendations came from applying the tool to the policies or procedures?

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

## Municipal Court

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

- Goals were announced to all staff via email  
- Goals have required participation of all staff  
- All staff have participated in one or more equity analyses  
- Clerk staff provide coverage for civil rights coordinator to attend meetings

2. Short-term goals:

- a. Agency short-term goal #1: **Staff will participate in a team building activity together (ropes course or similar).**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was revised to better center the goal in equity work. All staff participated in an office lunch and learn event. We watched a film and had a group discussion about the racial and social justice themes addressed in the film.

Our new goal for 2019 is:

We will have at least two lunch and learn events in 2019 centered on racial equity and social justice topics.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Daniel Koval, Erin Nunez

- b. Agency short-term goal #2: **Staff that did not complete the RESJI Part I training in 2017 will attend in 2018. Additionally, we will have two or more people attend the RESJI Part II training in 2018.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met in 2018. At the conclusion of 2018, all staff were trained in RESJI Part I, three staff members have completed RESJI Part II, and three staff members have completed RESJI Part III. In order to achieve this result, two staff members participated in the City's combined RESJI training for department/division heads and budget contacts in 2018.

Our new goal for 2019 is:

Each staff member will attend a professional development training in their area of interest and share the information with the other staff members.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Daniel Koval, Erin Nunez

c. Agency short-term goal #3: **Schedule all-staff gatherings or potlucks at least twice per year.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met in 2018.

Our new goal for 2019 is:

The staff will develop a celebration committee to acknowledge and celebrate work anniversaries and other special events.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Daniel Koval, Erin Nunez

3. Long-term goals:

- a. Agency long-term goal #1: **Department will continue to invest in and develop existing staff. We will provide many levels of training to staff, to include on the job training and outside training. Allocate budget resources to training.**

- i. Progress made towards this goal in 2018:

This long-term goal is on track.

2018 Notes:

Two staff members attended the WCCA conference in 2018 and one presented at the conference.

One staff member attended the YWCA Racial Justice Summit. Participation was limited because City sponsored registration information was not distributed in a timely fashion.

Two staff members attended a RESJI training in 2018.

Team members have expressed interest in attending the GoxEv training in 2019.

- ii. Any changes we will make to make progress towards this goal in 2019:

No changes at this time (long-term goal)

- iii. Person(s) responsible for this goal in 2019:

Daniel Koval

- b. Agency long-term goal #2: **Be intentional about serving diverse populations in an internal and external capacity.**

- i. Progress made towards this goal in 2018:

This long-term goal is on track.

2018 Notes:

The court continued its work to maintain meaningful access to court programs for all. We worked to make all vital documents available in the identified primary languages. The majority of documents have been identified and translated. We are working with DCR to update our wayfinding signage. We have contacted IT to work on updating our web page to include a Hmong page and a Mandarin/Chinese page, and to make the Spanish page more user friendly. We hope to get more assistance with this project in 2019. We have also brainstormed video ideas for the web page.



We updated the Rights and Responsibilities brochure for 2018 and had that translated into the primary languages as well. The revisions included adding new language regarding Restorative Justice options for juveniles.

ii. Any changes we will make to make progress towards this goal in 2019:

No changes at this time (long-term goal)

iii. Person(s) responsible for this goal in 2019:

Daniel Koval, Erin Nunez

c. Agency long-term goal #3: **Provide flexible schedules to accommodate staff.**

i. Progress made towards this goal in 2018:

This long-term goal is on track.

2018 Notes:

No request off requests were denied in 2018. Staff worked together to ensure coverage. The new court software system was purchased and the City's IT department, vendor, and court staff are working through the steps of conversion. The training and implementation were delayed and are expected to occur in early 2019.

ii. Any changes we will make to make progress towards this goal in 2019:

No changes at this time (long-term goal)

iii. Person(s) responsible for this goal in 2019:

Daniel Koval, Christie Zamber

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

We did not have any new hires in 2018. Our goals focused on the areas of retention, culture, and training.

## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Daniel Koval (co-lead)		
Erin Nunez (co-lead)		
Christie Zamber		
Kelly McConnell		
Lori Dahlhauser		

6. Equity Tools:

- How many times did your agency use the Equitable Hiring Tool? 0  
Provide copies of all completed uses.
- How many times did your agency use the Fast-Track Equity Tool? 4  
Provide copies of all completed uses.
- How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Evaluation of phone hearing procedure (Municipal Court)  
Phone use in the courtroom during court sessions (Municipal Court)  
Also:  
Assessment of phone hearing procedure (participant in tool, led by City Attorney's office)  
Evaluation of Court Services' office hours (participant in tool, led by MPD)

- a. What recommendations came from applying the tool to the policies or procedures?

The Municipal Court tool application on the phone hearing procedure helped us to gather the input needed to meaningfully participate in the City Attorney's office led tool application. The process was more thoughtful and allowed us to incorporate more examples from defendants and attorneys.

The Municipal Court tool application on the phone use policy helped us to establish the court's current policy, which will be posted for users soon.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

The effects of the changes will be measured over time. Additional revisions may be suggested as needed.

## Parks Division

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Parks' Executive Team and Supervisors are aware of the EWP and the Equity Team intends to review established goals and further discuss with the Executive Team to best revise and/or establish appropriate goals for Parks.

2. Short-term goals:

- a. Agency short-term goal #1: **Approved Parks employment postings will be sent to a list of organizations/contacts representing a diverse geographical population. Parks continually builds a group contact listing to forward job announcements and these will be sent directly from the Parks Job Opportunities mailbox. This contact list will grow over time.**

- i. If the goal was met, what a new goal for 2019 will be:

This is an ongoing goal. The list has been established, and the announcements are being sent, but the list is a living document that is constantly expanding and being updated with time.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Parks has come up with some new strategies to expand and update our contact list, such as sending out letters to those on the existing list to solicit necessary updates and request additional contacts. We've also incorporated other contact lists into the Parks Job Announcements contact list, and we'll continue to grow the list over time.

- iii. Person(s) responsible for this goal in 2019:

Jeff Dempsey maintains the Parks Job Opportunities mailbox, sends out job announcements and maintains the contact list.

- b. Agency short-term goal #2: **Develop Parks' "New Employee Onboarding" welcoming process for permanent hires (starts on their first hire date). Final revisions of this welcoming program are underway. This should be complete and launched in the first quarter of 2018.**

- i. If the goal was met, what a new goal for 2019 will be:

Parks Onboarding process has been established and implemented. However, it is still in a nascent stage and is being refined as we go.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

The goal has been mostly met, but, as stated above, it is still a new program that is continually being improved upon. There has been discussion of establishing an Offboarding process in 2019 to solicit feedback from outgoing staff who have resigned or retired. In addition, Parks is considering incorporating a survey to be completed by the new hires, as well as each new employee's 'Mentor' and 'Support' that participated in this process. This will help determine the success of this 'New Employee Onboarding' program.

- iii. Person(s) responsible for this goal in 2019:

Jeff Dempsey serves as the Onboarding Coordinator, with assistance from Joanne Austin and Pat Hario. The Parks Executive Team selects members of the Leadership Team to serve as Onboarding Support for new hires, and the Hiring Managers select Peer Mentors for new hires. Hiring Managers are also responsible for completing the Supervisor Checklist for onboarding new staff members.

- c. Agency short-term goal #3: **Parks will make every effort possible to have a diverse hiring panel and will take advantage of DCR's list of City-wide volunteers who have signed up to participate in interview panels in 2018 whenever needed and possible. Hiring managers will be asked to provide confirmation to the Account Clerk 3 (payroll clerk) that a diverse panel was used, as this will be tracked for each hire.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal will be reviewed further in 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Hiring Managers have not been communicating this information to the Account Clerk 3 (Jeff Dempsey). The policy and procedure surrounding this goal needs to be clearly defined and instructions need to be disseminated to hiring managers. The Account Clerk 3, Jeff Dempsey, will be attending an upcoming Parks Leadership Team meeting to address hiring procedures in general, and will communicate the process for achieving this goal at that time.

- iii. Person(s) responsible for this goal in 2019:

Hiring Managers and Jeff Dempsey, Parks Onboarding Coordinator.

### 3. Long-term goals:

- a. Agency long-term goal #1: **Employees are made aware of employee recognition initiatives, staff engagement gatherings and professional development opportunities throughout their employment.**

- i. Progress made towards this goal in 2018:

The Parks Employee Engagement Team coordinated an Employee Gathering celebration, which was well attended by staff and their families. A survey asking staff what, where and when they'd like the celebration made everyone feel their input was important in the planning of this gathering. There were email announcements and posters distributed to each section, so all staff were aware of the celebration.

New employees are featured in quarterly news letters.

Each section is responsible for printing and posting professional development/training opportunities for all staff to see what is available.

Parks has an annual end of year potluck. Current employees, as well as retirees, are invited to attend. This gathering takes place during the day and everyone is welcome to attend. Everyone is provided with a nametag, which references which section they work for Parks. An employee 'brag board' is

put out on display for all to enjoy, which includes photos and recognitions received throughout the year..

ii. Any changes we will make to make progress towards this goal in 2019:

The Parks Employee Engagement Team intends to coordinate another Employee Gathering celebration in 2019. Posters and emails will be shared with all staff.

iii. Person(s) responsible for this goal in 2019:

Parks Engagement Team, Managers and Section Supervisors

b. Agency long-term goal #2: **Continue hosting interns representative of the larger Madison community successfully completing a single term or more internship program in Parks.**

i. Progress made towards this goal in 2018:

Parks had four (4) interns in 2018, one at the Warner Park Community Recreation Center, one in Recreation Services and two are currently finance interns.

ii. Any changes we will make to make progress towards this goal in 2019:

Management and section supervisors need to evaluate their sections and best determine whether intern opportunities should exist within their unit. If the need exists, Parks may pursue seeking interns in other areas of Parks.

iii. Person(s) responsible for this goal in 2019:

Parks Executive/Management Team and section supervisors

c. Agency long-term goal #3: **Tracking employee history regarding changes in job class and job family codes.**

i. Progress made towards this goal in 2018:

This was an intended goal for 2018, however, this is still a work in progress and we will continue to determine best strategies to achieve this goal in 2019.

ii. Any changes we will make to make progress towards this goal in 2019:

When final hiring decisions are made, hiring managers will need to communicate with our Account Clerk 3, Jeff Dempsey, to best log and track this information.

iii. Person(s) responsible for this goal in 2019:

Hiring Managers and Account Clerk 3, Jeff Dempsey.

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The use of the Equitable Hiring Tool has been very helpful. Working with our HR analysts and reviewing best practices from start to finish for each hire has brought improvements to our procedures. The more times the tool is used, the practices become standard operating protocol.

New hire Onboarding practices have been well received by all who have participated (new employees, peer mentors and peer supports). We continue to make improvements to our initial onboarding presentation and our supervisor checklist.

Annual Check-ins with each staff member: This practice began in 2018 and will continue in 2019 with follow-ups with each employee. This allows an opportunity for each employee and their supervisor to discuss what practices are working well for them, as well as providing an opportunity to discuss what improvements can be made going forward.

Parks' first annual employee gathering (coordinated by the Engagement Team) was very successful. A 2019 second annual gathering is sure to happen.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Terrence Thompson	Sarah Lerner	Chad Hughes
Ashley Bowman	Brandon Virnig	Liz Levy

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 7  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 4  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

1 Elver Playground Replacement, 2 Park and Open Space Plan, 3 Vilas Park Master Plan, 4 James Madison Park Master Plan

a. What recommendations came from applying the tool to the policies or procedures?

Elver Playground Replacement: minimize "down time" between removal of existing playground equipment and new playground installation by keeping construction schedule tight. Contract start time to be after annual 'West Fest' to minimize negative impacts to this event and for at least some of weekend Farmers Markets. Coordinate with Monique Bryson at Wisconsin Youth Company for updates regarding anticipated start & end date so that summer camps are notified as to when playground is out of commission. Provide updates to District 1 Alder Barbara McKinney regarding unforeseen delays or events which may extend construction window.

Parks and Open Space Plan: Understand that parks serve both the immediate neighborhood, but also provide amenities for the larger community and community-run leagues such as Liga Latina de Futbol, Madison Ultimate Frisbee Association and Magic Soccer Club. Data that reviews local deficiencies must also consider larger deficiencies based on recreational trends and use beyond the immediate neighborhood. Understand that providing an equitable park system reflective of its community requires a.) engagement with the community to identify parkland and facilities that are appropriate and b.) capital and operational funding to maintain these facilities.

Vilas Master Plan: 1) Identify an individual (as well as their qualifications to do so) who will lead the public engagement strategy as a requirement within the RFP document.; 2) Identify partners and community groups to help promote information and possibly co-host informational sessions regarding the master plan; 3) Reach out to other organization and individuals who have undertaken planning or use studies about the park or immediate environment (i.e. Lake Wingra) - both as a resource and as a means to recognize these previous efforts; 4) Provide materials in multiple languages and translators at sessions that can bridge language gaps; 5) Share meeting materials / discuss meeting strategy in advance with contacts from #2; 6) Use language within the RFP that allows for preference to proposals that utilize a diverse group of consultants

James Madison: Reach out to organizations that may not be vocal about desires, but actively use park (data available in RecTrack). Ensure that translators are available at public meetings and that posters advertising events are available in other languages.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

Elver Park Playground Replacement: all of the recommendations with the exception of the tight construction window applied to the project - significant summer rain events extended the construction timeframe of the project. Despite the delays to the project, the final result has been well-received by the neighborhood - Wisconsin Youth Company and Alder McKinney as well as several comments received to the Parks general email indicated that the playground was already in heavy use.

Parks and Open Space Plan: Incorporating engagement methods that include the larger community in community park master plans.

Vilas Park Master Plan: Selection of the consultant to lead the master plan completed in mid-December 2018; items #1 & 2 were implemented in 2018; the master plan public engagement process has not yet begun in earnest for Vilas Park Master Plan, so the significance of the change is still to be determined.

James Madison: Staff reached out to several organizations that use the park as part of the public engagement process for the master planning of James Madison Park. Translators were available at all public meetings and meeting posters were advertised in other languages.

*Planning & Community & Economic Development, Department of  
Building Inspection Division*

**AGENCY-SPECIFIC QUALITATIVE GOALS**

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Supervisors shared with staff.

2. Short-term goals:

- a. Agency short-term goal #1: **We are going to ask our 35 employees to read one of three articles in the next year so as to gain knowledge as it relates to an inclusive workforce.**

- i. If the goal was met, what a new goal for 2019 will be:

We will keep the same goal

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We will further look for appropriate articles.

- iii. Person(s) responsible for this goal in 2019:

Gabriela Arteaga

- b. Agency short-term goal #2: **Review position descriptions and review unnecessary barriers for new hires. Include the phrase "work effectively with diverse populations" in position descriptions.**

- i. If the goal was met, what a new goal for 2019 will be:

This is an ongoing goal.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

All reviewed PD include the desired phrase.

- iii. Person(s) responsible for this goal in 2019:

George Hank

- c. Agency short-term goal #3: **Post jobs as open competitive to increase diversity. Include a question in the interview process about experience working with diverse populations.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met when we were not required to hire from a pool of established applicants. We always include a question about working with diverse populations.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

George Hank and appropriate supervisor.



3. Long-term goals:

- a. Agency long-term goal #1: **Maintain our staff at 20% women and minorities as this reflects the job pool for Building Inspection. In the next five years strive to increase the percentages above 20% for women and minorities.**

- i. Progress made towards this goal in 2018:

The number of female technicians increased from 5 to 6 while maintaining the other levels.

- ii. Any changes we will make to make progress towards this goal in 2019:

Increase underrepresented categories when ever possible.

- iii. Person(s) responsible for this goal in 2019:

George Hank and the appropriate supervisor.

- b. Agency long-term goal #2: **We will send all new employees that are hired to Implicit Bias Training.**

- i. Progress made towards this goal in 2018:

Work in progress

- ii. Any changes we will make to make progress towards this goal in 2019:

Will work with supervisors to ensure new staff are sent.

- iii. Person(s) responsible for this goal in 2019:

George Hank

- c. Agency long-term goal #3: **We will send at least five of newer staff that have been here for over a year to RESJI training.**

- i. Progress made towards this goal in 2018:

This goal has not been met.

- ii. Any changes we will make to make progress towards this goal in 2019:

We will work to meet this goal.

- iii. Person(s) responsible for this goal in 2019:

Gabriela Arteaga and specific supervisors.

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Not at this time.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Lisa Antony	Jose Maria Donoso	Brian Linaberry
Terry Smith	Jacob Moskowitz	Donna Magdalena

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 2 but no copies  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? None  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? None  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

None that I am aware of.

- a. What recommendations came from applying the tool to the policies or procedures?

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

## Community Development Authority

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Annual introduction e-mail in the beginning of 2018 to CDA Housing Staff from CDA Civil Rights Coordinator; agenda item for CDA Manager's meeting and DPCED Quarterly employee meetings; Red-Flagged assistance e-mail for each under-represented recruitment effort; and "New Red-Flag Hiring Guidance" e-mail distributed to CDA hiring managers.

2. Short-term goals:

- a. Agency short-term goal #1: **The CDA plans to fill its vacant Housing Programs Manager (Director) position and a CDA Redevelopment Specialist position in 2018, which will involve Red Flag procedures for these under-represented positions. If any vacancies occur in 2018, the CDA will continue to work toward the goal of hiring women in Skilled Craft and Service Maintenance Job Family Categories in percentages comparable to workforce availability.**

- i. If the goal was met, what a new goal for 2019 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

The CDA anticipates recruitment for a Director and Redevelopment Specialist in 2019. The CDA will continue to implement Red Flag procedures for under-represented positions in 2019, including the Director and Redevelopment Specialist positions.

- iii. Person(s) responsible for this goal in 2019:

CDA Executive Director and Management Team

- b. Agency short-term goal #2: **Continue outreach efforts 1) post job openings at Public Housing Sites 2) advertise in Capital Hues and/or Madison Times. Require contractors to look at Public Housing applicants for all new hires related to CDA work.**

- i. If the goal was met, what a new goal for 2019 will be:

Outreach efforts to continue in 2019, with jobs posted at CDA Public Housing sites and the East Madison Community Center. In addition, the CDA will continue to advertise Service Maintenance jobs in TechConnect and Chicago Women in Trades publications; as well as with WI Literacy, Inc., Wisconsin Council of the Blind and Visually Impaired, Wisconsin Well Woman Program, and Wisconsin Women in Government. The CDA will continue to follow Public Housing Section 3 requirements in working with contractors.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Hiring Managers and Capital Fund Modernization Grants Manager

c. Agency short-term goal #3: **Continue efforts at maintaining a good workplace culture.**

i. If the goal was met, what a new goal for 2019 will be:

The CDA is waiting the results of the Employee Voice Survey.

ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

CDA Executive Director and Management Team

3. Long-term goals:

a. Agency long-term goal #1: **Continue efforts to bring site offices, section 8 and central office staff together several times annually to build agency cohesion among staff working in different programs and locations.**

i. Progress made towards this goal in 2018:

A new CDA Engagement Team was formed in 2018. The CDA annual retreat and Holiday Potluck were well attended. Retreat survey revealed high ratings in all categories.

ii. Any changes we will make to make progress towards this goal in 2019:

Add more in-house trainings for different work teams to attend together.

iii. Person(s) responsible for this goal in 2019:

CDA Engagement Team

b. Agency long-term goal #2: **Continue to offer training opportunities to administrative staff but look for or create training for maintenance staff, few opportunities currently exist for them.**

i. Progress made towards this goal in 2018:

CDA Admissions & Eligibility staff attended RESJI, LGBTQ+, Implicit Bias, and Race & Oppression trainings; One administrative staff person attended Public Housing Capital Fund, Procurement, and Section 3 trainings, and another attended Supervisor Academy; three administrative staff attended the Womens Leadership Series. New staff attended Fair Housing and Prohibited Harassment training.

For the East Site, an administrative staff person attended Tax Credit training; and one staff person attended the RESJI series training.

CDA Triangle Site administrative staff attended RESJI trainings, Disability Sensitivity and Inclusion, Haz Com Safety, QPR, Dementia, and Implicit Bias trainings. Maintenance staff attended Haz Com Safety training and WI Saltwise Certification training.

A CDA West Site administrative staff person attended Supervisor Academy; and other administrative staff attend trainings as needed or requested.

ii. Any changes we will make to make progress towards this goal in 2019:

Continue to offer training opportunities, especially for CDA Section 8, East Site, and West Site staff.

iii. Person(s) responsible for this goal in 2019:

CDA Executive Director and Management Team

- c. Agency long-term goal #3: **Create training program which could funnel low income residents particularly women and minorities into existing or new positions.**

- i. Progress made towards this goal in 2018:

The CDA's ROSS Coordinator continues to connect low-income Public Housing residents toward achieving economic independence and housing self-sufficiency through assessments, employment/education plans, and referrals to partner agencies.

- ii. Any changes we will make to make progress towards this goal in 2019:

The CDA intends to look at its current Public Housing Section 3 plan and make improvements, which may help in this goal area.

- iii. Person(s) responsible for this goal in 2019:

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4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Providing on-site CDA orientation to all new employees. Managers using benchmark, rating criteria system in interview process. Program Assistant promoted to Assistant Manager.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.


6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? None  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? None  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? None  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

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- a. What recommendations came from applying the tool to the policies or procedures?

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- b. What recommendations was your agency able to apply in 2018? How significant was this change?

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## Community Development Division

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

In 2018 the CDD RESJ Team became part of the quaterly Division meetings agendas. This allowed time for the Civil Right's Coordinator to introduce the EWP at the beginning of the year. Being part of the quaterly agenda allowed the CRC to remind staff of upcoming mandatory and strongly suggested trainings such as Prohibited Harassment, Bias trainings, Professional Development, and GARE Conferences.

2. Short-term goals:

- a. Agency short-term goal #1: **Review all job postings to assure minimum knowledge and education requirements accurately reflect job duties and only represent those skills actually needed.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was addressed in all 2018 hirings.  
In 2019 Manangement Team will continue to look at job duties and consider Performance Excellence, RESJI, and NRT involvement by staff.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Management Team with the guidance of the DPCED RESJI Team and with the leadership of the DPCED RESJ Team - CDD Reps.

- b. Agency short-term goal #2: **(1) All CDD employees will complete at least the RESJI 1 and 2 training sessions by the end of the year. (2) Create a CDD RESJI presentation to present to CDD Committees: ECCEC, CSC, CDBG, Aging.**

- i. If the goal was met, what a new goal for 2019 will be:

1) Goa was met. In 2018 CDD staff worked with the RESJI Tools and Training team to schedule RESJI Part 1 and Part 2 trainings, which happened on March 20th 1pm - 4pm and April 4th 9am - 12pm.

New hired staff are expexted to take all required trainings in their first 6 months of being hired. In addition to RESJI trainings the CRC will continue to review staff are up to date on other mandatory trainings such as APM 3-5.

2) CDD will work on 2<sup>nd</sup> goal with the newly formed DPCED RESJI Team.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

DPCED RESJI Team - CDD Reps. and CDD Management Team.

- c. Agency short-term goal #3: **Work with the Organizational Health and Development Specialist to develop an employee survey. Have staff annually provide feedback on CDD culture, and develop staff training based on results.**

- i. If the goal was met, what a new goal for 2019 will be:

In 2018 CDD experienced staff and location changes. Hence, the CDD RESJ team conducted a survey on professional development and worked on on-boarding new employees.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

In 2019 CDD will work with current City initiatives to develop a baseline of CDD's current division culture. City initiatives include but are not limited to the identified Performance Measures, Voice of the Customer Survey (taken in December of 2018 by all City employees). CDD will also continue to focus on 2018 survey results and work on a workshop in crucial conversations.

- iii. Person(s) responsible for this goal in 2019:

Management Team & DPCED RESJI Team Reps.

3. Long-term goals:

- a. Agency long-term goal #1: **City of Madison will play a leadership role in the development of supports and incentives for students of color to choose careers in community development. This will be accomplished through exploration of resources available in higher education, and through partnerships with UW and Madison College. It is expected that these efforts will contribute to increased diversity in the labor pool available to funded non-profit agencies.**

- i. Progress made towards this goal in 2018:

-In January 2019 CDD published the Youth Mentoring Funding RFP, which is seeking proposals to provide individualized and group youth mentoring services, focusing on middle and high school youth in West Madison. Funded activities and outcomes will reduce crime and improve social conditions that contribute to crime. These programs will be funded through a grant from the U.S. Department of Justice entitled "Our Neighborhood: A Safe and Beautiful Place". Several programs may be funded under this grant opportunity. Programs are expected to operate for at least 18 months between April 1, 2019 and September 30, 2020.

<http://www.cityofmadison.com/dpced/communitydevelopment/funding/2019-youth-mentoring-funding/150/>

-In 2019 CDD will be in its 5<sup>th</sup> year of operating the Wanda Fullmore Internship Program. This program was developed to expose HS students of color to government work by providing summer internships in different agencies within the City of Madison.

-CDD also works in partnership with United Way and Dane County in a program called By Youth For Youth BYFY. BYFY is a committee of high school students in the Dane County area. Youth direct approximately \$30,000 to projects generated, planned and implemented by youth groups benefiting youth across Dane. This partnership has existed over 4yrs. County.<https://www.unitedwaydane.org/resources/how-to-become-a-united-way-partner-agency/>

-CDD placed 2 AASPIRE interns in the different CDD Units. The Community Services Unit also continues the relationship with the University of Wisconsin School of Social Work and places a MSW Student intern to work with the CS Unit.

ii. Any changes we will make to make progress towards this goal in 2019:

Continue the work.

iii. Person(s) responsible for this goal in 2019:

Hugh Wing and Mary O'Donnell

b. Agency long-term goal #2: **Review job descriptions of all existing staff and develop a consistent career ladder of positions within the Division. For example, review how different job titles like Grants Administrators 1, 2, 3 compare to Contract Managers 1, 2, 3 and Child Specialists 1, 2, 3 and how this could be affecting Division cohesiveness.**

i. Progress made towards this goal in 2018:

Done

ii. Any changes we will make to make progress towards this goal in 2019:

On going evaluation

iii. Person(s) responsible for this goal in 2019:

Management Team and DPCED REDJI Team Reps.

c. Agency long-term goal #3: **Have CDD staff representation at meetings in diverse community events and ongoing meetings to aid in raising the Division's profile within these communities and establishing it as a legitimate employment prospect for people of color.**

i. Progress made towards this goal in 2018:

CDD staff continue to attend community events and meetings especially collaborative efforts and initiatives that focus on historically marginalized communities of color. Initiatives include but are not limited to:  
The Homeless Consortium  
LaSup  
Dne County Trauma Symposium  
Youth Network  
Employment Networks  
Senior Alliance

Staff's engagement in the community has helped build and position relationships across the community and raised the Division's profile and prospect for employment within communities of color.

ii. Any changes we will make to make progress towards this goal in 2019:

CDD will work with the DCPED RESJI Team to raise the Departments' visibility and build relationships.

iii. Person(s) responsible for this goal in 2019:

DPCED RESJI Team, CDD Reps, Management Team.



4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

As the Civil Rights Coordinator, and an employee of color, I have witnessed the Community Development Division infuse racial equity in all the work staff does. This has been made possible by the support and leadership of the Division, which in turn has created a TEAM culture.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Jim O'Keefe	Linette Rhodes	Mary O'Donnell
Becca Gray Jurek	Anne Kenny	Nancy Saiz
Laura Hunt	Peggy Stonestreet	
	Julie Spears	

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 4  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 3  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? \_\_\_\_\_  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

EHT on the following positions:  
 Senior Center Director Position  
 Child Care Specialist 1  
 Neighborhood Program and Data Analyst  
 Community Development Specialist/Economic Development Specialist  
 Evaluation of Affordable Housing Initiative's Impact on Persons of Color  
 Biennial Housing Report - Supplement: Housing Data by Race/Ethnicity  
 Emerging Opportunities Program this analysis was started in 2018, but will be completed in 2019.

- a. What recommendations came from applying the tool to the policies or procedures?

In order to create better policies and procedures, CDD needs to be allowed time to evaluate programs yearly.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

## Economic Development Division

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Discussion of it at EDD staff meeting.

2. Short-term goals:

- a. Agency short-term goal #1: **If we do need to hire we will be using the in-depth recruitment marketing list put together by the team. This list has many regional resources that include: Historically Black Colleges (HBCs), community colleges, urban community organizations and other unconventional places to market the position.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met for 2018 but we would like to keep the same goal for 2019 as it is an important support activity for our long term Division goals.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

- b. Agency short-term goal #2: **Staff will track their outreach efforts with a goal of 12 unique outreach events by staff, this can include attending special events organized by the community. Encourage more staff to participate in these activities.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met - we will continue with this same goal in 2019 as it helps intentionally connect our activities with diverse communities.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

- c. Agency short-term goal #3: **20% of staff will attend an RESJ or YWCA Racial Justice Training or other related initiatives. We will baseline the percentage of staff involved in committees that support our goals. 15% of female staff will attend the Women's Leadership Series or other related initiatives.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was met - 39% of our staff participate in at least one RESJI training. We did not meet the goal for the women's leadership series as women chose RESJI workshops over the Women's Leadership Series. Our new goal is to add the RESJI trainings to our new staff orientations.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

3. Long-term goals:

a. Agency long-term goal #1: **Increase diversity of hires within EDD.**

i. Progress made towards this goal in 2018:

There was one hire in 2018 and it was a person of color.

ii. Any changes we will make to make progress towards this goal in 2019:

Continue to expand our outreach in advertising positions.

iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

b. Agency long-term goal #2: **Increased staff interactions and support: increased number of staff meetings, offering to pay for licensing and certifications.**

i. Progress made towards this goal in 2018:

-6 EDD lunches (not required but well attended!)  
-8 EDD Staff Meetings (required attendance)  
-Holiday Party (not required but very well attended!)  
-All EDD Staff Retreat (required attendance)  
-OBR/RE Staff Retreat (required attendance)

ii. Any changes we will make to make progress towards this goal in 2019:

iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

c. Agency long-term goal #3: **Diversification of our department committees. Because we are a small department with few upcoming hiring opportunities we would like to focus of making our committees more representative of the community as they inform and guide much of our work.**

i. Progress made towards this goal in 2018:

We created a baseline to begin to monitor progress made on this goal in future years. (See attachment - Agency Specific Qualitative Goals)

ii. Any changes we will make to make progress towards this goal in 2019:

No

iii. Person(s) responsible for this goal in 2019:

Matthew Mikolajewski

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Working on bringing this discussion into our staff meetings. The new MMB has also helped by creating a more comfortable work place that makes it easier for us all to meet together.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Michael Miller		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? \_\_\_\_\_  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1 \_\_\_\_\_  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? \_\_\_\_\_  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

We used the Fast Track Equity Tool to review our Jobs Tax Increment Financing (TIF) program.

a. What recommendations came from applying the tool to the policies or procedures?

The EDD Team submitted it in September to the REJI Team but they have not been able to review it until Jan/Feb of 2019 so we are still awaiting final word.

b. What recommendations was your agency able to apply in 2018? How significant was this change?

TBD

## Planning Division

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Planning Division Leadership Team reviewed the EWP goals in January 2018 and in July 2018. The managers discussed goals and outstanding tasks to be completed by the end of the year.

2. Short-term goals:
  - a. Agency short-term goal #1: **Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division, identify effective outreach practices, and incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Short Term - In 2016, three major planning projects will provide and measure public outreach strategy to increase participation by diverse and underrepresented populations and track the success of such efforts.**

- i. If the goal was met, what a new goal for 2019 will be:

The Planning Division met this short-term goal for 2018. Effective outreach strategies were assessed/improved during the planning process with three major projects: 1) Milwaukee Street Special Area Plan, 2) Oscar Mayer Strategic Assessment, and 3) Historic Preservation Plan (ongoing). Each included a public engagement strategy to solicit input from underrepresented populations.

\*This goal will be continued in 2019 for three projects: 1) Oscar Mayer Special Area Plan, 2) South Madison Plan Update, and 3) West Towne / Westgate Plan. Public engagement strategies may differ depending on the scope, geographic area, and stakeholder partnerships.

\*As a performance measure for Results Madison, the Planning Division will begin in 2019 to request demographic information of participants in planning processes to compare with the demographics of residents within the geographic area most relevant to the project. With this data, we will continue to track the effectiveness of public engagement strategies and adjust when needed.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The Planning Division Leadership Team will provide oversight and monitor.  
Primary Contact: Heather Stouder, Director.

- b. Agency short-term goal #2: **Incorporate descriptions/questions about knowledge and experience working with multicultural and underrepresented populations into job descriptions, supplemental questionnaire questions and interview questions. The percentage of job descriptions, supplemental questionnaires and sets of interview questions that have descriptions / questions related to knowledge and experience in working with multicultural and underrepresented populations.**

- i. If the goal was met, what a new goal for 2019 will be:

In 2018, 2 positions were posted and filled, and 1 other job description was updated with references to the importance of experience working with multicultural and underrepresented groups

\*The Planning Division will continue with this goal gradually through hiring processes and job reclassifications until all job descriptions have been updated.

\*We will also encourage staff involved in hiring processes to take the City of Madison "Interview Certification Training" to better understand the red flag process, creation of questions with benchmarks, and other best practices. At least one person from each of the Planning Division's four sections will be selected by supervisors to attend the Interview Certification Training.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The Planning Division Leadership Team will provide oversight and monitor.  
Primary Contact: Heather Stouder, Director.

- c. Agency short-term goal #3: **Planning Division staff will complete RESJI series by the end of 2018. In addition, the Planning Division will focus on internal training of staff on when and how to use the RESJ tool.**

- i. If the goal was met, what a new goal for 2019 will be:

The majority of Planning Division staff have taken RESJI Part I and II training. The remaining staff, as well as new hires, will complete the series by the end of 2019. In addition, the Planning Division focused on internal training of staff on when and how to use the RESJ tool. In January 2018, a planned staff retreat incorporated a small group exercise, led by HR, to provide more hands-on experience in using the RESJI tool.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

\*Staff who have not yet take the RESJI Part III training will be encouraged to do so.

\*The Planning Division will use monthly staff meetings to allow staff to report out how they have used the tool or otherwise considered racial equity and social justice as part of their work, and share any outcomes.

- iii. Person(s) responsible for this goal in 2019:

The Planning Division Leadership Team will provide oversight and monitor.  
Primary Contact: Heather Stouder, Director.

3. Long-term goals:

- a. Agency long-term goal #1: **Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division; identify effective outreach practices; incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Long Term –In 2016, identify and meet with five local partners such as Centro Hispano, United Asian Services of WI, and Urban League, to explore opportunities for community engagement, involvement, and participation by diverse and underrepresented populations.**

i. Progress made towards this goal in 2018:

Staff involved in the Historic Preservation Plan, Oscar Mayer Area Strategic Assessment Report, Triangle Monona Bay Neighborhood Plan, and Mayor's Neighborhood Conference identified, met and forged new partnerships with local organizations who primarily work with underrepresented populations.

ii. Any changes we will make to make progress towards this goal in 2019:

\*In 2019, we anticipate the following projects will provide opportunities to continue to build relationships with community partners: Historic Preservation Plan, Oscar Mayer Special Area Plan, South Madison Plan Update, and West Towne / Westgate Plan.

iii. Person(s) responsible for this goal in 2019:

The Planning Division Leadership Team will provide oversight and monitor.  
Primary Contact: Heather Stouder, Director.

- b. Agency long-term goal #2: **Use the Equity Impact Analysis and Equitable Hiring Checklist to review and update all department job descriptions. Use the Equity Impact Analysis and Equitable Hiring Checklist for all future recruitment including job descriptions, job postings and supplemental questions. Use Equity Impact Analysis and Equitable Hiring Checklist for 100% of job recruitments. Complete review of 25% of current department job descriptions within one year**

i. Progress made towards this goal in 2018:

The Equitable Hiring Checklist and Equity Impact Analysis was used for recruitment process and completed for 2 out of 2 new hires in 2018. Job descriptions, job postings, and supplemental questions reflected the use of the tool. For instance, the educational background was expanded to include more disciplines than in previous years and experience in working with underrepresented populations was included in job description, supplemental questions, and interview questions.

ii. Any changes we will make to make progress towards this goal in 2019:

\*The Planning Division will continue this long-term goal in 2019 for new hires.

iii. Person(s) responsible for this goal in 2019:

The Planning Division Leadership Team will provide oversight and monitor.  
Primary Contact: Heather Stouder, Director.

- c. Agency long-term goal #3: **Educate staff on the planner classification series, type of projects and responsibilities for advancement, and provide opportunities and training/cross-training to advance and progress in their career. Track employee performance evaluation and changes in job classification over time.**

- i. Progress made towards this goal in 2018:

The Planning Division conducted an internal staff survey during the Q3 of 2017. Survey results were presented to staff in November 2017. Survey results showed that staff wanted to better understand the differences between the Planner 1-4 classification series and the level of experience, responsibility, and leadership needed to move up the career ladder. Staff were encouraged by HR to contact them for further explanation of the planner series. In 2018, supervisors continued to work with staff to identify projects to improve/expand skills and provide varying degree of leadership responsibilities.

- ii. Any changes we will make to make progress towards this goal in 2019:

\*Planning Division Director and Supervisors will review the Planner 1-4 series and work toward informing staff of the differences between the classifications.

\*Supervisors will provide details to employees as well as discuss career goals as part of individual meetings with each staff person in early 2019.

- iii. Person(s) responsible for this goal in 2019:

Heather Stouder, Director, and Supervisors.

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The Planning Division has dedicated resources toward both the AASPIRE and Fullmore Internship programs. We have gained a lot from these programs, and believe we have positively impacted the education and career path for several youth and young professionals. Some AASPIRE Interns have remained beyond the summer as hourly employees for additional months, and two of our permanent full-time staff began as AASPIRE Interns.

While open positions are relatively rare in the Planning Division, we will continue to broaden our recruitment efforts and get the word out about the Planning field to youth in the Madison area. As an example, the Planning Division attended the Dane County School Consortium Future Quest event at Alliant Energy Center to promote "planning" as a profession to middle school students on December 5, 2018.



## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Kirstie Laatsch	Member of Community Connections Team	
Jule Stroick	Member of Community Connections Team	
Milena Bernardinello	Member of Core Team and Data Team	
Note: The DPCED Department Head is establishing a department wide RESJ Team that is scheduled to start meeting in 2019.		

6. Equity Tools:

- How many times did your agency use the Equitable Hiring Tool? 2  
Provide copies of all completed uses.
- How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- How many times did your agency use the Comprehensive Equity Tool? 2  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Oscar Mayer Strategic Assessment - Objectives Historic Preservation Plan - Public Engagement Public Art Program (not complete - continuing in 2019)
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- a. What recommendations came from applying the tool to the policies or procedures?

Oscar Mayer Strategic Assessment - The Draft Report, which is scheduled to be accepted by the Common Council in January 2019, includes at least 4 objectives specifically related to equity, as follows: Objective 1) Target a high density of living wage jobs Objective 2) Maintain housing affordability and minimize displacement Objective 5) Integrate a welcoming district that serves all ages and diverse cultures Objective 6) Equip the North/East side's next generation with skills to meet emerging opportunities.
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Historic Preservation Plan - As a result of the RESJI analysis on the Public Engagement Strategy, we required all members of the consultant team to participate in a RESJI training session.
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- b. What recommendations was your agency able to apply in 2018? How significant was this change?

None
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## Police Department

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Our Equitable Workforce Plan was discussed within our agency's Equity Team.

2. Short-term goals:

- a. Agency short-term goal #1: **Commissioned Hiring Process – Re-contact all applicants by mail that withdraw from the initial hiring process to assess whether or not there are unintended barriers; consider whether or not there may be opportunities to encourage applicants who have withdrawn to continue with the process.**

- i. If the goal was met, what a new goal for 2019 will be:

A new goal will need to be identified.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We have surveyed candidates previously however, very few responded and those that did, did not provide us with useable information.

- iii. Person(s) responsible for this goal in 2019:

Captain Krueger Favour and Lieutenant Kat Riley

- b. Agency short-term goal #2: **Community Engagement Programs -Continue to support efforts of community programs such as the Latino/Black Youth Academies, our Explorer and Internship programs, whose goals in part are to educate youth and young adults and to promote interest in and understanding of, the law enforcement profession.**

- i. If the goal was met, what a new goal for 2019 will be:

See attached document.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Continue to improve the programs to more effectively engage our community.

- iii. Person(s) responsible for this goal in 2019:

Captain Matt Tye and Sergeant Meg Hamilton

- c. Agency short-term goal #3: **MPD Equity Team -Encourage and support the continued work of the Department's Equity Team whose goal it is to assure the inclusion of all employees in Department decisions and processes, as appropriate.**

- i. If the goal was met, what a new goal for 2019 will be:

MPD's Equity Team met on numerous occasions in 2018. The team will continue to identify opportunities to remove barriers to equity in MPD processes.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Continue to encourage participation on the team.

iii. Person(s) responsible for this goal in 2019:

Captain Matt Tye and Lieutenant Kat Riley

3. Long-term goals:

a. Agency long-term goal #1: **Commissioned Promotional Process - Commissioned personnel are subject to a specific process for promotion. This process, governed by MOU between the Department and the MPPOA, was re-evaluated in 2014. There will be continued efforts to illicit feedback for process improvement.**

i. Progress made towards this goal in 2018:

A second equity analysis was completed in 2017.

ii. Any changes we will make to make progress towards this goal in 2019:

Continued discussions will be necessary.

iii. Person(s) responsible for this goal in 2019:

Captain Krueger Favor and Lieutenant Kat Riley

b. Agency long-term goal #2: **Civilian Promotional/Lateral Process - Department civilians are currently required to apply for positions within a classification even if they are not interested in the current position so that they may have an opportunity to be considered for a similar position that may become available within a six (6) month period. Removing this barrier to the process and allowing civilian employees to apply for specific positions will encourage greater employee investment in the City and our Department, while allowing employees to develop their careers.**

i. Progress made towards this goal in 2018:

City HR previously created an informational document that was recently forwarded to MPD civilian employees.

ii. Any changes we will make to make progress towards this goal in 2019:

A new goal will need to be identified.

iii. Person(s) responsible for this goal in 2019:

Captain Jen Krueger Favour and Lieutenant Kat Riley

c. Agency long-term goal #3: **Employee Mentorship Program - Along with Department efforts to orientate civilian employees, new civilian employees will be offered a "mentor" to help them learn the cultural aspects of our Department. A similar program already exists for commissioned personnel and would be re-assessed for improvement as appropriate.**

i. Progress made towards this goal in 2018:

A RESJI equity analysis was completed in 2017.

ii. Any changes we will make to make progress towards this goal in 2019:

Discussions that identify next steps need to occur.

iii. Person(s) responsible for this goal in 2019:

Captain Jen Krueger Favour and Lieutenant Kat Riley

- d. Agency long-term goal #4: **Employee Engagement Plans - All employees have “assets” and “deficiencies”. Developing a process that fairly and respectfully addresses both employee contributions and areas of improvement will help supervisors engage, coach and mentor employees. This process will also provide an opportunity for supervisors to understand what motivates employees so that our organization can recognize, develop and support employees throughout their careers.**

- i. Progress made towards this goal in 2018:

Work continued in 2018 to develop software that would manage "Employee Development Evaluations".

- ii. Any changes we will make to make progress towards this goal in 2019:

This effort will continue in 2019.

- iii. Person(s) responsible for this goal in 2019:

Captain Jennifer Krueger Favour and Lieutenant Kat Riley

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Respectful discussions within our Equity Team.

## EQUITY PROGRESS

5. Please identify your agency's equity team members.

Lt. Kat Riley	Sgt. Kip Hartman	PO Jared Prado
Stephen Behnke	Fonda Hodge	PO Marcus Robbins
Sgt. Shannon Blackamore	Sgt. Dave Meinert	PEO Cynthia Roskowic
PO Natalie Deibel	PO Andrew Muir	PO Corey Saffold
PO Sam Brier	Donald Postler	PO Nicki Stapleton
PO Alyssa Souza	Capt. James Wheeler	Lt. David Jugovich

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool?

- b. **5 new positions were reviewed and a 6<sup>th</sup> was finalized from last year.**

Provide copies of all completed uses.

- c. How many times did your agency use the Fast-Track Equity Tool? **3 processes in addition to using the Scoping Tool for 2 separate budget purchases.**

Provide copies of all completed uses.

- d. How many times did your agency use the Comprehensive Equity Tool? **The Midtown Police Station is in "Phase 3 " of an equity analysis. As the facility was completed in late 2018, the analysis will continue in 2019.**

Provide copies of all completed uses.

**(Please refer to the City's RESJI SharePoint database.)**

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

MPD Community Academy application process and the hours of operation related to the City Treasure and MPD Court Services offices.

a. What recommendations came from applying the tool to the policies or procedures?

A. (MPD Community Academy Equity Analysis)

Describe recommended strategies:

- Remove as many barriers as practical to the application process. The current process involves a background check. A recommendation is to require a background check with the declaration that a criminal history will not automatically disqualify an applicant from consideration.
- Basic application information need only require fields for the applicant's full name, date-of-birth, phone number or e-mail address (asterisk these mandatory fields). Remove the "Employer" field. The "Community Group Affiliation/Professional Membership" field on the application should be noted as "optional".
- Add language that "all members of the Madison community are encouraged to apply", but stipulate that priority consideration will be given to applicants who live, work or who are students within the City of Madison.
- Clarify information related to attendance expectations. (Regular attendance is required but situational absence will be allowed. It is important to limit the number of absences to preserve the quality of the experience.)
- Add a question that determines if the applicant had previously attended the Academy.
- Align the wording in the pamphlet, website, and online application to be consistent.
- Consider providing transportation options to attendees; identify community partners to assist.
- Consider a venue for the Academy that may have greater access to public transportation.
- The paper application should include pre-paid postage.
- Distribute the paper applications to community churches and groups, schools, district police stations, etc.
- Keep the Ride-Along as an optional/separate program that is available to qualifying attendees.
- Consider a translation option (Amigos en Azul is already discussing this).
- Consider surveying underrepresented communities to identify barriers to the program.

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B. (City Treasure and MPD Court Services Offices Equity Analysis)

Describe recommended strategies:

- MPD Court Services SHOULD develop an informational pamphlet that helps the public understand the vehicle towing/impoundment/release processes.
- MPD Court Services personnel SHOULD occasionally attend MPD Parking Enforcement briefings in order to explain the nuances of the process by which they release vehicles. This is important so that our Parking Enforcement officers can clearly communicate this to people in the field, when questions arise from the members of the public.
- MPD Court Services SHOULD develop signage to post on the office window when the office is closed, which explains to people how to pay citations or other common customer needs. Alternatively, they could have a caddy or carrier which houses informational pamphlets, thus allowing people to take the pamphlet with them as they leave (and review or refer to it later).

-MPD Court Services SHOULD make sure that any informational pamphlets are available in common languages such as Spanish, Hmong, etc.

C. (Pre-Service Academy Testing Scoring Process)

Describe recommended strategies:

- Determined the "Major Plus" should have a structured framework/criteria for earning points, similar to way demerits are structured
- Verbiage for the "Major Plus" criteria should include actions that go "above and beyond" for the team/department and acknowledge the affirmative efforts to support the Department's Core Values and Mission."
- Suggested that there be a system in place for recruits to appeal demerits. (Post meeting, a decision was made to issue "Major Plus" points at the end of the Academy, by instructor cadre consensus, to mitigate bias and to assure the fair application of bonus points.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

The following changes were implemented or occurred:

A. (MPD Community Academy Equity Analysis)

- Remove as many barriers as practical to the application process. The current process involves a background check. A recommendation is to require a background check with the declaration that a criminal history will not automatically disqualify an applicant from consideration.
- Basic application information need only require fields for the applicant's full name, date-of-birth, phone number or e-mail address (asterisk these mandatory fields). Remove the "Employer" field. The "Community Group Affiliation/Professional Membership" field on the application should be noted as "optional".
- Add language that "all members of the Madison community are encouraged to apply", but stipulate that priority consideration will be given to applicants who live, work or who are students within the City of Madison.
- Clarify information related to attendance expectations. (Regular attendance is required but situational absence will be allowed. It is important to limit the number of absences to preserve the quality of the experience.)
- Add a question that determines if the applicant had previously attended the Academy.
- Align the wording in the pamphlet, website, and online application to be consistent.
- Distribute the paper applications to community churches and groups, schools, district police stations, etc.
- Keep the Ride-Along as an optional/separate program that is available to qualifying attendees.

B. (City Treasure and MPD Court Services Offices Hours Equity Analysis)

- Work towards these recommendations is anticipated to start during the first quarter of 2019.

C. (Pre-Service Academy Testing Scoring Process)

The following recommendations will be implemented and added to the recruit Manual:

- Determined the “Major Plus” should have a structured framework/criteria for earning points, similar to way demerits are structured
  - Verbiage for the “Major Plus” criteria should include actions that go “above and beyond” for the team/department and acknowledge the affirmative efforts to support the Department's Core Values and Mission.”
  - Suggested that there be a system in place for recruits to appeal demerits.
- (Post meeting, a decision was made to issue "Major Plus" points at the end of the Academy, by instructor cadre consensus, to mitigate bias and to assure the fair application of bonus points.

**Streets Division**

**AGENCY-SPECIFIC QUALITATIVE GOALS**

- 1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Equitable Workforce Plan is referred to and discussed before each internal and external job posting. We continue to have our HR Analyst attend our monthly staff meetings to ensure we are communicating the needs of the Division as well as that of the City of Madison and the local community.

- 2. Short-term goals:
  - a. Agency short-term goal #1: **Actively recruit qualified applicants from diverse gender, racial and ethnic communities.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met and will be re-establish for 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined efforts of Streets Management staff and continued assistance from the Human Resources Department.

- b. Agency short-term goal #2: **Have a diverse gender, racial, and ethnic pool of Streets Division seasonal employees from which to select permanent full-time employment.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met and will be re-established for 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined efforts of Streets Management staff and continued assistance from the Human Resources Department.

- c. Agency short-term goal #3: **After successfully meeting Goal 1-Recruiting and Goal 2-Hiring, the goal is to promote this population through the promotional opportunities existing in the Streets Division.**

- i. If the goal was met, what a new goal for 2019 will be:

This goal was met and will be re-established for 2019.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined efforts of Streets Management staff and continued assistance from the Human Resources Department.



3. Long-term goals:

- a. Agency long-term goal #1: **Strategize with the City HR Department so that it regularly and actively recruits from diverse gender, racial and ethnic communities, e.g., RESJI, MAC, WIC, high schools / counselors, Dane County Job Center, Boys & Girls Club, local community centers, technical colleges, UW Career Services, youth employment mentoring programs, etc.**

- i. Progress made towards this goal in 2018:

The Streets Division worked with Human Resources, Labor Relations and the Department of Civil Rights. Streets Division Representatives attended job recruiting events and other local and community based organizational events. Our goal has been to represent the Streets Division as a great place to work and a Division that offers a number of opportunities for career advancement in the division.

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined efforts of Streets Management staff and continued assistance from the Human Resources Department.

- b. Agency long-term goal #2: **Based on the success of Goal 1-Recruiting and Goal 3-Hiring, the goal is to encourage qualified diverse gender, racial and ethnic employees to apply for open promotional positions.**

- i. Progress made towards this goal in 2018:

In 2018, the Streets Division had 21 promotional opportunities. Promotable positions ranged from Street Machine Operator 2, thru Public Works General Foreperson. Promotions included 4 women: 2 in management and 2 senior operator positions. 3 promotions were from racial ethnic populations: American Indian, African American & Hispanic.

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined effort of Streets Management staff and continued assistance from the Human Resources Department.

- c. Agency long-term goal #3: **Based on the success level of Goal 1-Recruiting, the goal is to hire from a strong pool of qualified applicants representing Madison's diverse gender, racial and ethnic communities.**

- i. Progress made towards this goal in 2018:

In 2018 the Streets Division hired 12 new full time employees. The positions were: 9 - Street Machine Operators 1's, 1 - Accounting Tech, 1 - Admin Clerk and Street & Sewer Maintenance Worker 2. These included 3 - Women and 2 - African American's. Several person's from these under represented populations were hired into our SMO1 positions that were not part of the "red flag" process.

- ii. Any changes we will make to make progress towards this goal in 2019:

- iii. Person(s) responsible for this goal in 2019:

The DCR Coordinator with the combined efforts of Streets Management staff and continued assistance from the Human Resources Department.

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Not at this time.

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Stephen Schultz	Glenn Dwyer	Roger Kleist
Anthony Hardiman	Aaron Rosas	Amy Leatherberry
Rachel Kelly		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

N/A

- a. What recommendations came from applying the tool to the policies or procedures?

N/A

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

N/A

## Traffic Engineering and Parking Utility, Divisions of

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The plan was: posted in the common notice area; posted on the Division's Sharepoint site; and it was emailed to all employees.

2. Short-term goals:

- a. Agency short-term goal #1: **The department will implement a formal onboarding/mentoring program. New employees will be assigned a mentor to help them acclimate to the work environment and culture. The mentor will proactively help the new employee and be available for any questions.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was partially met, however the nature of the onboarding was informal. Two documents, Onboarding Checklist and Onboard Presentation, which describe best practices and methods to engage new employees have been made available to all employees on Sharepoint.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We realize that we need a more formal process to make sure that each new employee is assigned a mentor in a timely manner and employees/supervisors are aware of the process and what is expected of them.

- iii. Person(s) responsible for this goal in 2019:

Yang Tao for office staff, Phil Nehmer for TE shop TE staff, and Sabrina Tolley for shop Parking staff.

- b. Agency short-term goal #2: **We will develop staff to provide RESJI training on a regular basis for new employees and refresher class for existing employees.**

- i. If the goal was met, what a new goal for 2019 will be:

The goal was mostly met. The vast majority of TE and PU employees attended the above training. The agency will re-establish this training for new employees.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

We will develop staff to provide training on a regular basis for new employees and refresher class for existing employees.

- iii. Person(s) responsible for this goal in 2019:

Kristen Brodowsky and TE/PU training staff

- c. Agency short-term goal #3: **PU and TE employees will complete and new survey in early 2018 to assess the department's work place culture with survey to help measure and identify impediments to diversity, openness and inclusiveness in the workplace.**

- i. If the goal was met, what a new goal for 2019 will be:

PU did conduct an agency-wide survey and TE employees participated in a City-wide engagement survey.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

PU has reviewed its survey results and have implemented better communication and engagement practices. TE will closely analyze it employee survey results and will respond with appropriate policy or practice changes.

- iii. Person(s) responsible for this goal in 2019:

Yang Tao for Office staff, Phil Nehmer for TE shop staff, and Sabrina Tolley for shop PU staff.

3. Long-term goals:

- a. Agency long-term goal #1: **The department wants the diversity of employees categorized in the Professionals job family to match the community's level of demographic diversity within five years.**

- i. Progress made towards this goal in 2018:

In 2018, TE added a female Engineer 1 and PU added a female Parking Asset Parking Coordinator. Females are under-represented in the professional job family.

- ii. Any changes we will make to make progress towards this goal in 2019:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates. Also, TE will be participating in the AASPIRE internship program which could provide future professional candidates.

- iii. Person(s) responsible for this goal in 2019:

Yang Tao, Sabrina Tolley

- b. Agency long-term goal #2: **The department wants the diversity of employees categorized in the Paraprofessionals job family to match the community's level of demographic diversity within five years.**

- i. Progress made towards this goal in 2018:

Unfortunately, none of the 2018 recruitments resulted in under-represented individuals being hired.

- ii. Any changes we will make to make progress towards this goal in 2019:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates. Also, TE will be participating in the AASPIRE internship program which could provide future paraprofessional candidates.

- iii. Person(s) responsible for this goal in 2019:

Yang Tao, Sabrina Tolley

- c. Agency long-term goal #3: **The department wants the diversity of employees categorized in the Service Maintenance job family to match the community's level of demographic diversity within five years.**

- i. Progress made towards this goal in 2018:

Unfortunately, none of the 2018 recruitments resulted in under-represented individuals being hired. However we did hire a female in the Technician job family (Communication Tech 1).

- ii. Any changes we will make to make progress towards this goal in 2019:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates.

- iii. Person(s) responsible for this goal in 2019:

Phil Nehmer, Yang Tao, Sabrina Tolley

- 4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

We work with Dept of Civil Rights and HR to find diverse fields of candidates. PU has provided cross training work coverage and promotional opportunities for entry level staff. TE staffs Neighborhood Resource Teams (NRT) and additional TE staff volunteered to participate in NRT events. Staff provided pens and water bottles to provide agency contact info to encourage on-going contact/engagement with these communities.

**EQUITY PROGRESS**

- 5. Please identify your agency's equity team members.

Yang Tao	Sabrina Tolley	Phil Nehmer
Keith Pollock	Kristen Brodowski	Chuck Yang
Mohammad Zaidi	Kellene Leicht	Jason Chandler
Richard Westbury		

- 6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 4  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

- 7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Fast track analysis was included in France Pkg Garage renovation.

- a. What recommendations came from applying the tool to the policies or procedures?

As a part of this project, an internship was created to provide an opportunity for a minority individual to gain construction management experience and practical skills.

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

PU included funding for the apprentice for this position with the project. Ultimately, the contractor did not hire the apprentice.

## Treasurer's Office

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Face to face discussions with staff

2. Short-term goals:

- a. Agency short-term goal #1: **New ticketing info, continued face to face discussion with customers paying tickets**

- i. If the goal was met, what a new goal for 2019 will be:

New Ticket format. Includes a way for people to scan the ticket with their smart phone easing language barriers. City Treasurer's office is becoming part of Finance, our goals will be theirs

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

City Treasurer's office is becoming part of Finance, our goals will be theirs

- iii. Person(s) responsible for this goal in 2019:

Kara Kratowicz

- b. Agency short-term goal #2: **Working with other small agencies (Muni Court, Clerks) to provide personnel to interview panel**

- i. If the goal was met, what a new goal for 2019 will be:

City Treasurer's office is becoming part of Finance, our goals will be theirs

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

City Treasurer's office is becoming part of Finance, our goals will be theirs

- iii. Person(s) responsible for this goal in 2019:

Kara Kratowicz

- c. Agency short-term goal #3: **Discussion with CDA about rent billing/ payment issues**

- i. If the goal was met, what a new goal for 2019 will be:

Discussion occurred. We were informed that most of the way CDA conducts business is dictated by the federal government. City Treasurer's office is becoming part of Finance, our goals will be theirs

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

City Treasurer's office is becoming part of Finance, our goals will be theirs

- iii. Person(s) responsible for this goal in 2019:

Kara Kratowicz

3. Long-term goals:

- a. Agency long-term goal #1: **New affirmative action hire(s); although due to the small number of employees in the department it is impossible to reach goals, the department's workforce could be more equitable.**

- i. Progress made towards this goal in 2018:

City Treasurer's office is becoming part of Finance, our goals will be theirs

- ii. Any changes we will make to make progress towards this goal in 2019:  

City Treasurer's office is becoming part of Finance, our goals will be theirs
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  - iii. Person(s) responsible for this goal in 2019:  

Kara Kratowicz
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- b. Agency long-term goal #2: **Tracking employee history and changes in job class and job family codes over time.**
- i. Progress made towards this goal in 2018:  

City Treasurer's office is becoming part of Finance, our goals will be theirs
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  - ii. Any changes we will make to make progress towards this goal in 2019:  

City Treasurer's office is becoming part of Finance, our goals will be theirs
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  - iii. Person(s) responsible for this goal in 2019:  

Kara Kratowicz
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- c. Agency long-term goal #3: **RESJI MCOdT, culture and climate survey, employee feedback; MCOdT shows an increase in at least one level toward a multicultural organization. Employees express greater satisfaction with employment.**
- i. Progress made towards this goal in 2018:  

City Treasurer's office is becoming part of Finance, our goals will be theirs
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  - ii. Any changes we will make to make progress towards this goal in 2019:  

City Treasurer's office is becoming part of Finance, our goals will be theirs
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  - iii. Person(s) responsible for this goal in 2019:  

Kara Kratowicz
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4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

No
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**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Dave Gawenda	Aaron Leair	Patti Zeman
Cheryl Wirth	Michelle Reamer	Amanda Roeske

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0  
 Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0  
 Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
 Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

None

- a. What recommendations came from applying the tool to the policies or procedures?

None

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

None



## Water Utility

### AGENCY-SPECIFIC QUALITATIVE GOALS

1. What steps were taken in 2018 to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Joint meeting between Management Team and Steering Team to discuss the Equitable Workforce Plan and our agency goals.

2. Short-term goals:

- a. Agency short-term goal #1: **"Anniversary Meetings": Supervisors will support every employee's personal and professional development by scheduling a one-on-one meeting with each employee during his/her anniversary month. Meetings will use the Anniversary meeting template provided by the Steering Team.**

- i. If the goal was met, what a new goal for 2019 will be:

Continue goal in 2019

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

in 2018, 18% of employees had anniversary meetings - emphasize the need to submit checklist and hold the meetings.

- iii. Person(s) responsible for this goal in 2019:

All hiring managers are responsible

- b. Agency short-term goal #2: **All hiring managers will receive training on recognizing implicit biases (RESJI or YWCA racial justice training).**

- i. If the goal was met, what a new goal for 2019 will be:

Continue goal in 2019

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Have every hiring manager receive training and have it documented.

- iii. Person(s) responsible for this goal in 2019:

Tom Heikkinen

- c. Agency short-term goal #3: **The Equitable Hiring Checklist assessment will be utilized well in advance of any new hires and to evaluate any positions that are currently held open. For any vacancies, the hiring manager must provide written proof that hiring checklist has been used prior to entering requisitions into Neogov.**

- i. If the goal was met, what a new goal for 2019 will be:

Goal was not met. 8 of 11 recruited positions used the checklist. Continue with this goal to achieve 100% compliance

- ii. If the goal was not met, what changes will be made to achieve this goal in 2019:

Be more vigilant prior to entering into NeoGov

- iii. Person(s) responsible for this goal in 2019:

Tom Heikkinen

3. Long-term goals:

- a. Agency long-term goal #1: **The RESJI Impact analysis tool will be used for major policy initiatives such as water rate increases and conservation programs, and major construction projects.**

- i. Progress made towards this goal in 2018:

There were no opportunities to use the tool at Madison Water Utility in 2018.

- ii. Any changes we will make to make progress towards this goal in 2019:

Look for opportunities to use this tool. No major projects planned for 2019.

- iii. Person(s) responsible for this goal in 2019:

Tom Heikkinen

- b. Agency long-term goal #2: **Develop a structured cross-training/job shadowing program.**

- i. Progress made towards this goal in 2018:

The structure and a draft program was created in 2018

- ii. Any changes we will make to make progress towards this goal in 2019:

The cross-training/job shadowing program will be rolled out at the all employee meeting in March 2019

- iii. Person(s) responsible for this goal in 2019:

Steering Team

- c. Agency long-term goal #3: **Evaluate, assess, and modify recruitment strategies in partnership with HR to diversify applicant pool. Internships and apprenticeships will also be developed and expanded when appropriate to meet organizational needs.**

- i. Progress made towards this goal in 2018:

We continue to work with HR when we have vacant positions to fill. Our challenge has been in attracting a diversified applicant pool.

- ii. Any changes we will make to make progress towards this goal in 2019:

There are no changes anticipated. We will continue to work with HR in recruitment and will work on internships and apprenticeships.

- iii. Person(s) responsible for this goal in 2019:

All Hiring managers

4. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

We have nothing to highlight

**EQUITY PROGRESS**

5. Please identify your agency's equity team members.

Jeff Belshaw	Shawn Bonjour	Troy Coogan
Amy Deming	Matt Grauvogl	Wade Hunt
Darryl Joseph	Jen Peterson	David Renaud
Rick Voegeli		

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 8  
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1  
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0  
Provide copies of all completed uses.

7. Please list any policies or procedures to which the Fast-Track or Comprehensive Equity Tool was applied in 2018:

Amy Deming from Water was involved in the use of the RESJ Fast Track tool on the Equity Analysis of increasing the threshold of POS contract

- a. What recommendations came from applying the tool to the policies or procedures?

Increase threshold

- b. What recommendations was your agency able to apply in 2018? How significant was this change?

This use was for Purchasing

# Appendices

## Appendix A: Red-Flag Process for Hiring Managers

### Red-Flag Process for Hiring Managers

#### Before starting a recruitment:

- Confirm with HR Analyst that a position's job family code for the requisition is correct.
- Determine whether the position is underrepresented for women, people of color, or both.
- Consider using the [Equitable Hiring Tool](#).
- Determine whether departmental funds are available for targeted recruitment if needed.
- Contact the Department of Civil Rights to review hiring plan for recruitments that are limited to departments internally for positions that are underrepresented.

#### When an underrepresented position is posted:

- Begin thinking about developing a balanced panel for interviews and Subject Matter Expert (SME) reviewers. A balanced panel means that there is at least one person of color and one woman on the panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel.
- If you would like referrals for interview panelists, contact the Department of Civil Rights at least two weeks in advance of the anticipated interviews.
  - Requests should specify:
    - Desired demographics of interview panelists: women, person of color, person with a disability, person fluent in language other than English, or no preference.
    - Preference of skill(s) area for referred panelist members ([Appendix 1](#)).
- Select targeted recruitment sources, if any.
- Review documents linked in the "Hiring Opportunity" email from the Department of Civil Rights and [Appendix 2](#).
  - [Job Family Under-Representation Chart \(Annual Placement Goals\) \(PDF\)](#)
  - [A Manager's Guide to Interviews and Background Checks \(PDF\)](#)
  - [Red-Flag and Balanced Interview Panel Handouts](#)

#### When members of the underrepresented categories are referred for interview:

- Develop objective benchmarks for interview questions and send to HR Analyst for review.
- Contact interview panelists at least five business days prior to the interview. There is a sample email in [Appendix 3](#) of this document. Ask panelists to respond, even if they are not available. If you are unable to ask interview panelists five days prior to an interview, you may ask the interview panelists for their availability, or if you are unsure of certain dates of interviews, you may send an email letting panelists know that an interview may be coming up in the next few weeks.
  - Attach a copy of "[Interview Panelist Checklist](#)" to your email.
  - Specify the number of candidates to be interviewed and total estimated time commitment.

- Provide interview panelists with copies of the relevant application materials, including the job posting, resumes, and applications, at least two days prior to the interview.

### **Day of the interview:**

- Allow panelists to review interview questions and benchmarking materials at least 30 minutes prior to the interview. Encourage panelists to give any feedback to you.
- Let panelists know how the top candidate will be identified.
- Ensure all panelists are prepared with the same information about timekeeping, question responses, etc..
- Inform interview panelists that the position is red-flagged. Prior to interviews, give each panelist a copy of Red-Flag Process and Balanced Interview Handout, Interview Basics, and all application materials of the candidates.
- Give fair and equal weight to all panelists' voices. If a panelist raises concerns, listen to their feedback. Allow the external or least senior panelist to discuss their opinions first.
- Allow time after the interview for panelists to talk about the interviewees.
- Collect all interview notes and application materials from the panel members.

### **Before making an offer:**

- Send DCR a list of the names of the people who were on the interview panel.
- Contact the Department of Civil Rights to discuss top candidate(s).
- If required, prepare a Hiring Justification Memorandum (Appendix 4) and respond to follow-up inquiries from the Department of Civil Rights.

### **After an offer is accepted:**

- Send a thank you email to all panelists for taking the time to sit on your panel and let panelists know who was selected for the position if you are able. Send them DCR's feedback survey at this link: <https://www.surveymonkey.com/r/2J2YN7C>. There is a sample email in Appendix 5.
- Keep records of the interviews for 3 years.

## **Appendix**

### **Appendix 1: List of Skills**

- Accounting and Finance
- Automotive/Vehicle Maintenance
- Building and Facility Management and Maintenance
- Administrative Support
- Community Development
- Data Analysis
- Diversity/EEO Management
- Emergency services (Fire, EMS, Police)
- Engineering

- Graphic Design
- Hospitality and Tourism
- Human Resources
- IT and Computer
- Leadership/Management
- Libraries
- Marketing and Public Relations
- Parks/Forestry
- Planning
- Real Estate
- Sanitation/Waste Management
- Transportation

## **Appendix 2: List of Documents**

- A Manager’s Guide to Interviews and Background Checks
  - This document reviews screening, interview questions, benchmarking, reference-checking, and background checking.
- Interview Basics
  - This document should be handed out to Interview panelists. It is a short version of A Manager’s Guide to Interviews and Background Checks.
- Red-Flag and Balanced Interview Panel Handout
  - This document reviews the red-flag process and gives a short summary about balanced panels. This document should be used by hiring managers to review these topics and should be handed out to interview panelists before the interview.
- Job Family Under-Representation Chart (Annual Placement Goals)
  - This document contains Job Family Availability, meaning the goals and current data for women and people of color for each department, as well as job classification with distinct data for hourly versus permanent staff.
- Red-Flag and Balanced Interview Panel Handouts
  - These documents give a brief overview of what a balanced panel is and why it is important. They outline a few expectations of hiring managers and of DCR in the balanced panel process. They also overview the red-flag process.

## **Appendix 3: Email—Initial Panelist Request**

Hello,

My name is [name] and I am currently recruiting for [position] in the [department name]. We are looking for interview panel members and have been referred your name. The interview will be held [date, time, and location]. We would love to have you join us if you are available as your voice brings a unique perspective the panel. Please let me know if you are available or not for the interview. If you are able to join us, I will send you application materials and resumes for the candidates being interviewed.



Please feel free to review “[Red-Flag Process: Checklist for Interview Panelists](#)” and “[Interview Basics](#).” Let me know if you have any questions. I look forward to hearing your response, regardless of your availability.

#### **Appendix 4: Hiring Justification Memorandum**

You may be asked to prepare a Hiring Justification Memorandum to review the practices used in the interview and check for discriminatory practices. The questions you should be prepared to answer are:

1. What targeted recruitment steps were taken by your agency?
2. Was anyone on the referral list not interviewed? If so, who and why not?
3. What was the makeup of the interview panel? Please include details about race, gender, ethnicity, disability status, and/or bilingual, if known.
4. How well did the female candidate(s) and candidate(s) of color match the knowledge, skills, and abilities required by the position -- not as compared to the other applicant(s)?
5. Could you say more about what distinguished your top candidates from the female candidate(s) and candidate(s) of color? How significant were these distinctions?
6. Are there distinctions in the other areas of the recruitment (e.g. education, experience, supplemental questionnaire) between the top candidate and the female candidate(s) and candidate(s) of color?
7. Were any of the female candidate(s) and candidate(s) of color more preferable in any areas (e.g. education, experience, supplemental questionnaire)?
8. Were objective benchmarks used in scoring the candidates? How did the top candidate’s score compare to the female candidate(s) and candidate(s) of color?
9. Was there consensus on the scores? If not, how were those differences reconciled to identify the top candidate?

You may not have to prepare a Hiring Justification Memorandum, but you will want to continue thinking about these questions throughout the interview process.

#### **Appendix 5: Email—Thank You After Interview**

Hello,

I wanted to let you know that [candidate] was selected from the interviews to be hired for the [position]. Thank you so much for your help on the interview. I really appreciated your [quality/idea the panelist brought to the table]. Your voice helped us to select a quality candidate and helped to ensure that a variety of voices were involved in this decision. Please fill out this survey:

<https://www.surveymonkey.com/r/2J2YN7C> to give DCR feedback about your experience. Thank you.

## Appendix B: Balanced Interview Panel Handout

# Balanced Interview Panelist Process

### WHAT IS A BALANCED INTERVIEW PANEL?

A balanced interview panels should consist of at least one person of color and one woman on the interview panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel.

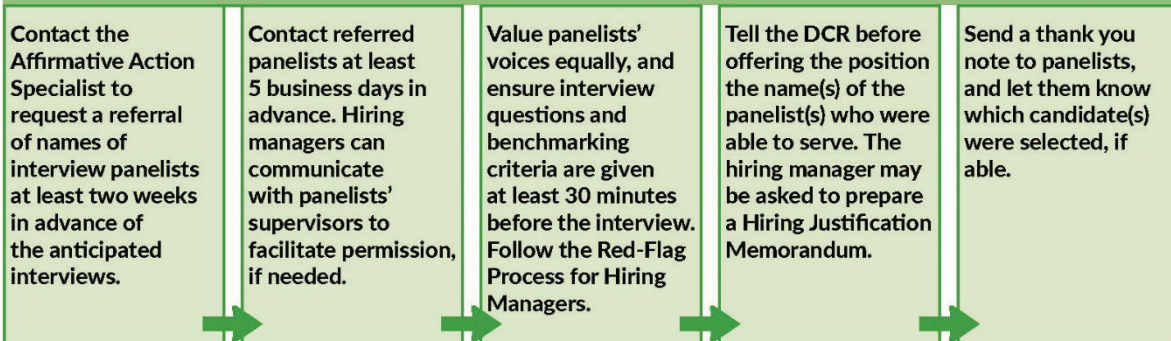
### WHY USE A BALANCED PANEL?

As public employees, we must reaffirm our commitment to the principles of equity, affirmative action and equal opportunity. Balanced panels are a crucial part of the recruitment process and ensure that biases, both implicit and explicit, are checked. Diverse viewpoints through balanced panels are a best practice that combat personal biases.

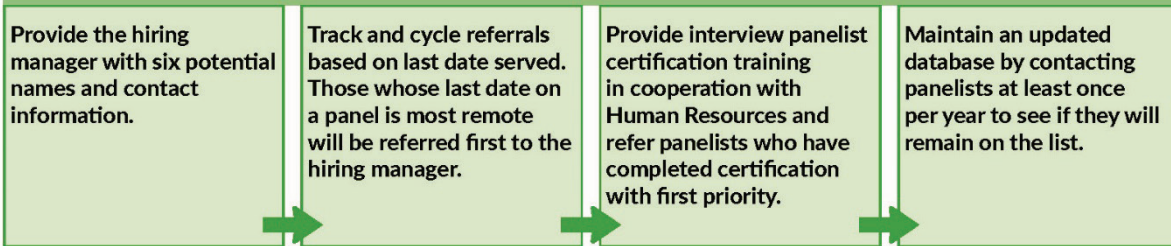
### HOW DO I GET A BALANCED PANEL?

Hiring managers may also use their own contacts or contact the Department of Civil Rights for assistance. DCR created a database of individuals willing to serve on City of Madison interview panels as a resource to connect hiring managers with balanced interview panelists. Hiring managers and Human Resources Analysts may utilize this resource by contacting the Affirmative Action Specialist, but are not required to use individuals named on this list.

### THE HIRING MANAGER WILL



### THE DEPARTMENT OF CIVIL RIGHTS WILL





## Appendix C: The Red-Flag Hiring Process: A Checklist for Interview Database Members

### Red-Flag Hiring Process: A Checklist for the Interview Panelist Referral Process

#### Before the Interview

- Respond to all inquiries from hiring managers within 2 business days.
  - Respond regardless of your availability.
  - Notify the hiring manager if they need to communicate directly with your supervisor to facilitate you serving on the panel.
- Review the [Interview Basics](#) document.
- Receive and review the candidates' applications and resumes at least 2 days prior to the interview.

#### Day of the Interview

- Review interview questions with objective benchmarking criteria at least 30 minutes prior to the interview. Let the hiring manager know if you have any feedback.
- Review the [Interview Basics](#) and [Red-Flag Process Handout](#) documents with the hiring manager.
- Participate in the interview. Share your thoughts and opinions openly with the hiring manager. Raise concerns about the interview process as they arise.
- Give interview notes, applications, and resumes to the hiring manager.

#### After the Interview

- Fill out the Post-Interview Feedback survey at <https://www.surveymonkey.com/r/2J2YN7C>.

Contact the Affirmative Action Specialist, Tracy Lomax, with any concerns at [tlomax@cityofmadison.com](mailto:tlomax@cityofmadison.com).

## Appendix D: Red-Flag Process Handout

# The Red-Flag Process

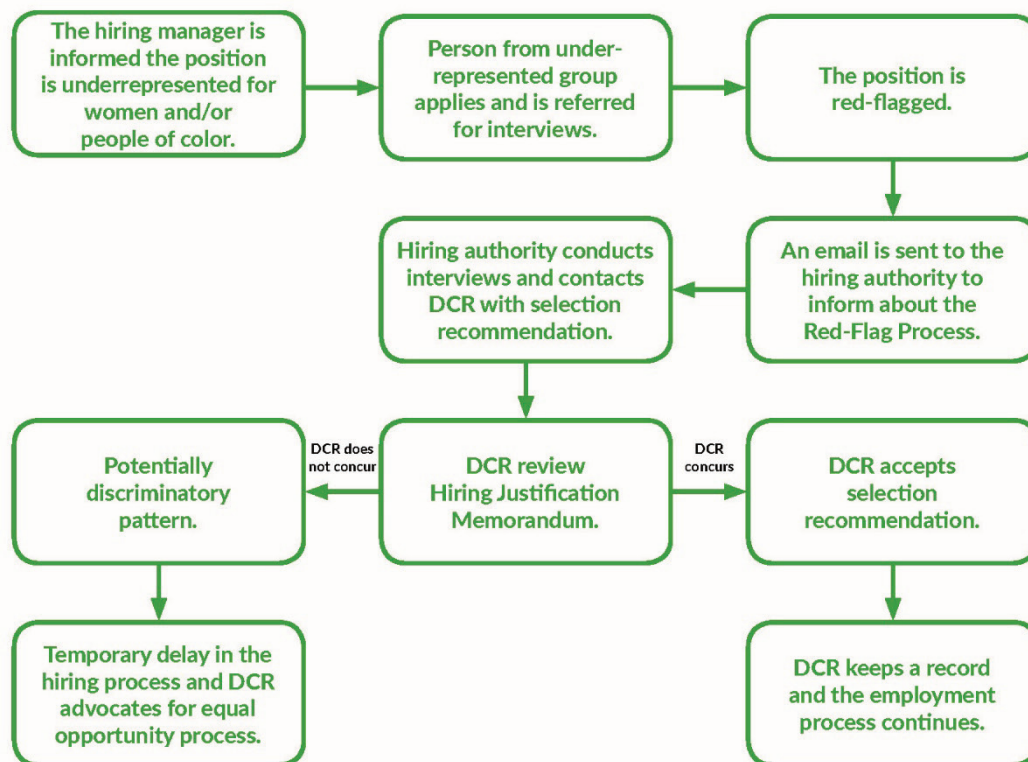
### WHAT IS THE RED-FLAG PROCESS?

The Red-Flag Process is an Affirmative Action procedure adopted by the City in its General Ordinances and its Affirmative Action Plan to minimize cultural, racial, gender and disability differences between interviewers and interviewees. It also provides a more thorough evaluation of candidates' application materials and interview responses.

### WHAT DOES IT MEAN FOR A POSITION TO BE RED-FLAGGED?

1. The position falls into a job category that is "underrepresented," meaning the demographic makeup of present employees does not match the demographic makeup of the local workforce for women and/or people of color.
2. At least one individual from the underrepresented group was referred for interviews.

### HIRING RED-FLAG PROCEDURES



### WHAT IS A HIRING JUSTIFICATION MEMORANDUM?

A "Hiring Justification Memorandum" defines the recordkeeping procedure that includes documentation required to provide justification as to why a given candidate has been selected to fill a position. Each City of Madison hiring authority is expected to document hiring decisions and to maintain an accurate recordkeeping system of the entire selection process for each position filled. The Department of Civil Rights may review this documentation at any time.

## Appendix E: Interview Basics

# Interview Basics

### WHAT IS THE RED FLAG PROCESS?

When a position is underrepresented, it means that the number of women and people of color do not reflect the available workforce. If people from the underrepresented group apply and are referred for interview, the position is red-flagged.

### WHAT IS A BALANCED PANEL?

A balanced interview panels should consist of at least one person of color and one woman on the interview panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel. Balanced panels ensure that biases, both implicit and explicit, are checked.

### IDENTIFYING CORE COMPETENCIES

Look at the position description to identify core competencies as needed.

Technical Skills	Analytical Skills	Organizational Skills
Communication Skills	Managerial Skills	Interpersonal Skills

### APPROPRIATE QUESTION TEST

Be consistent for ALL candidates.

Is this information necessary to assess the candidate's competence for the performance of this particular job?



Does this question tend to have a disproportionate effect in screening out people of color, women, older people, veterans, or people with disabilities?

### BENCHMARKING

Benchmarks are rating criteria that identify key components of an ideal response. Benchmarks make interviews more objective.

Tell us about a time when you had to respond to a volatile situation.

Examples:

Factors to Consider (2 points each):	Factors to Consider:
<ul style="list-style-type: none"> <li>» Ability to explain a volatile situation</li> <li>» Exhibited the ability to remain calm and professional</li> <li>» Adaptable</li> <li>» Ability de-escalate the situation</li> <li>» Followed policies and procedures</li> <li>» Other related response</li> </ul>	<ul style="list-style-type: none"> <li>» 5 pts - Extensive experience (includes ability to stay calm, adaptable, ability to de-escalate, follows policies)</li> <li>» 4 pts</li> <li>» 3 pts - Some experience with volatile situations / ability to de-escalate</li> <li>» 2 pts</li> <li>» 1 pt - Limited experience with volatile situations</li> </ul>



## BEFORE THE INTERVIEW

- Review application and resumes.
- Prepare consistent follow-up questions.
- Review benchmarking/scoring criteria.
- Be aware if the position is red-flagged.

## REVIEWING APPLICATIONS AND RESUMES

- » You may ask about reasons for leaving or resignations in lieu of terminations.
- » Beware when asking about lapses in employment as they may lead to personal information being shared.

## INTERVIEW STRUCTURE

The Opening (5% of the interview time)	Information Gathering (70-80% of the interview time)	Information Giving (10-20% of the interview time)	Conclusion (5% of the interview time)
<ul style="list-style-type: none"> <li>» Introductions.</li> <li>» Talk about the position and the department briefly.</li> </ul>	<ul style="list-style-type: none"> <li>» Take good notes.</li> <li>» Actively listen.</li> <li>» Watch the clock.</li> </ul>	<ul style="list-style-type: none"> <li>» Essential functions.</li> <li>» Refer salary and benefit questions to HR.</li> <li>» Be prepared to answer questions.</li> </ul>	<ul style="list-style-type: none"> <li>» Explain next steps.</li> <li>» Keep enthusiasm going.</li> </ul>

## TYPES OF BIAS

BIAS	DESCRIPTION
Halo Error	This is the tendency to let a global or overall impression or a single strong characteristic of the candidate influence all judgments about them.
Assume Relationship Between Characteristics	This is the tendency to assume that if a candidate has characteristic "A," they must also have characteristic "B." For example, if a candidate likes the Green Bay Packers, then they are a great candidate.
Leniency/Severity	This is the tendency to be a "hard" or "easy" interviewer. This will result in consistently giving ratings that are higher or lower than warranted to all candidates.
Central Tendency	This is the tendency to avoid extreme evaluations and to give average or middle-of-the-scale evaluations to all candidates.
Attractiveness Bias	This is the tendency to give more favorable evaluations to candidates who are physically more attractive (a particular instance of halo error).
Contrast Effect	This is the tendency to let the quality of other candidate(s) influence the judgments about a present candidate under evaluation. This can be problematic when previous candidates are very good or very poor.
First/Last Effect	This is the tendency to be overly influenced by information about the candidate that occurred very early or very late in the interview.
"Similar to Me" Error	This is the tendency that interviewers may have to give higher evaluations to candidates who are similar to themselves in terms of physical and/or psychological characteristics (appearance, age, value, attitudes, etc.).
Overemphasis on Unfavorable Information	This is the tendency to allow negative responses or factors to overpower positive responses or factors.
Known vs. Unknown	This is the tendency to be overly lenient/harsh on either known candidates or unknown candidates, regardless of actual responses.

Information from ["A Manager's Guide to Interviews and Background Checks"](#)