City of Madison Human Resources

Equity in Hiring and Employee Development

A Review of Initiatives in Human Resources Designed to Increase Diversity in City Employment.

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Executive Summary

The mission statement for the City of Madison Human Resources (HR) Department is "**The Human Resources Department will support the City's goals by recruiting, developing, and sustaining a diverse, talented, and engaged workforce.**" In support of the mission, HR developed its annual workplan toward implementing a number of initiatives in 2014 to increase equity and diversity in the hiring process and employee development, and continues to focus on such efforts through its 2015 workplan and beyond.

As a part of its work to establish racial equity and social justice as core principles in all decisions, policies, and functions of the City of Madison, the City has joined the Government Alliance on Race and Equity (GARE). GARE provides technical assistance to member municipalities, including incorporating best practices for public sector human resources professionals. In the paper "Public Sector Jobs: Opportunities for Advancing Racial Equity," by Julie Nelson and Syreeta Tyrell, through the Local and Regional Government Alliance on Race and Equity, the authors outline a 6-step process to advance workforce equity in the public sector. Through partnership with the City of Madison Racial Equity and Social Justice Initiative (RESJI), many of these best practices have already been incorporated into HR processes, and the work is ongoing. A breakdown of these six core areas as they relate to ongoing or completed work is as follows. The 6 steps include:

1. **Analyze Data**—Obtain better understanding of gaps, supplement quantitative with qualitative data analysis to fully understand challenges.

   HR is consistently using data to drive and inform engagement and equity efforts. The 2012 implementation of the NEOGOV applicant tracking system allows for annual analysis of application data to measure the impact of the various efforts described in this report, identify gaps, and provide proactive solutions. As described in great detail in this report, a significant amount of work was done in 2014 to increase diversity in the hiring process and the numbers for 2014 show improvement. Furthermore, HR has implemented regular engagement surveying of all City departments, and is using the data gathered to further engagement and equity efforts and initiatives, in cooperation with the City-wide engagement team and City departments.

2. **Support, engage, and organize others**—Operationalize racial equity, provide training and skill development, engage others in implementation, create workforce teams.

   HR is using tools like the City-wide engagement team, agency engagement groups, the City web-site, and the Leadership Conference to support and engage others. The reorganization of HR in 2015 to consolidate engagement, training and development, wellness, and EAP is designed to increase and support city-wide engagement and equity efforts through a team approach.

   HR is continuing these efforts in 2015 through the new Women's Leadership Series and the 2nd annual Leadership Conference. In addition, HR is designing a comprehensive on-boarding program for new employees to fully integrate them into the City's engagement and equity efforts. Combined, these efforts lead to an increased commitment to engagement and equity efforts at the agency level.

3. **Use racial equity tools**—Analyze policies and practices to proactively address implicit bias and institutional racism.

   In 2014, HR began to use racial equity tools to evaluate various recruitments. HR is using these tools on a greater scale in 2015, including utilizing the tool developed by RESJI to evaluate the HR annual workplan, the overall hiring process, and training courses offered by the City. The racial equity tools help HR identify areas where existing policies and/or procedures may be creating unintended barriers for racial/ethnic, low-income, and female populations, and work to develop creative solutions towards mitigating those barriers. Organizational Health and Development (OHD) is also responsible for assisting agencies in identifying other opportunities for the racial equity tool to be used and for facilitating use to achieve internal and external goals.

4. **Create a workplace culture where racial equity is both a value and is operationalized**—Integrate into work culture and reward results.

   The primary focus of the engagement and equity model and the Leadership Conference is to create a workplace culture where racial equity is both a value and is operationalized. In 2014, HR published the supervisory manual "Creating a Culture of Engagement and Equity: A Guide for Supervisors," and reorganized training offerings around

the engagement and equity concepts to further reinforce their importance in the City.

In 2015, HR is continuing this work by developing and delivering Interest-Based Problem Solving training for supervisors and employees to increase employee participation in decision-making. HR is also reviewing all training to ensure alignment with the engagement and equity models, as well as focusing leadership development around facilitating participatory decision making, aimed at building equitable voice in the workplace.

5. **Initiate and implement pipe-line development programs**—Create career pathways and utilize external partnerships.

    HR initiated much of their planning for this work in 2014. HR has eliminated minimum qualifications for a number of entry-level positions to eliminate barriers to employment. HR also partnered with the Urban League and the Multicultural Affairs Committee to promote employment opportunities to diverse communities. In addition, City Personnel Rules were updated to increase opportunities for all candidates and a new manual was created for applicants to help them through the hiring process. Employment exams for Parks Maintenance Worker and Custodian 1 were offered in Spanish. Finally, HR worked with the Mayor's Office, Common Council, and Department of Civil Rights to "Ban the Box" on the employment application, which no longer asks applicants to provide their conviction record.

    In 2015, HR is continuing to expand partnerships with community organizations such as the YWCA, JobMob, and Latino Support Network (LaSup), as well as conducting a City-sponsored job fair to promote entry-level opportunities. HR coordinated on-site job interviews for entry-level positions to make the process easier for applicants. Finally, HR will review certain entry-level supervisory classifications to develop a tangible, reachable link between City-sponsored leadership trainings and meeting the minimum qualifications for supervisory positions.

6. **Set goals, track progress, and focus on accountability**—Set clear goals, track progress over time, modify as needed to achieve results.

    This report and the HR annual workplan are examples of the way HR incorporates this into our everyday work. HR believes in the City's goal of creating an equitable workplace and will continue to plan and report on the efforts we take to support the City's goals by recruiting,

developing, and sustaining a diverse, talented, and engaged workforce.

These efforts, in part, led to about a 2% increase in hiring of Racial/Ethnic candidates over 2013[1] (21.90% in 2014 v. 19.92% in 2013). More significantly, 28.05% of candidates referred to agencies for consideration were Racial/Ethnic candidates, versus 25.19% in 2013. HR also continues to monitor the hiring of female candidates, recognizing that many of the City jobs fall into categories identified by the US Department of Labor as non-traditional jobs for women.

Finally, it is important to note that communication of efforts related to workforce diversification are paramount to becoming an employer of choice for both women and people of color. To that end, this report can help serve as both a plan outline, as well as a tool for encouraging potential applicants to know Madison as an organization that is committed to building an equitable workforce, aimed at making our city a safe and healthy place for all individuals to live, learn, work, and play, and where engagement and equity are visible core values.

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[1] Please note that the statistics in this report for 2014 are based on the calendar year. The statistics in this report for 2012 and 2013 are from 11/1/11-10/31/12 and 11/1/12-10/31/13 respectively, based on the date HR started using NEOGOV. The change was made in 2014 to use the calendar year to be consistent with Department of Civil Rights reporting.

Introduction

The City Human Resources Department (HR) supports all City agencies as it relates to hiring, strategic planning, employee and labor relations, benefits, organizational health and development, and other HR services. This centralized support has led HR to develop a mission statement focused on supporting "…the City's goals by recruiting, developing, and sustaining a diverse, talented, and engaged workforce." As a centralized support agency, HR continues to look for ways to improve service delivery while ensuring that our services assist agencies in achieving their goals. To this end, HR strives for continuous improvement. As the City has recently focused energy on establishing racial equity and social justice as core principles in all decisions, policies and functions through its Racial Equity and Social Justice Initiative (RESJI), HR has partnered with RESJI and incorporated these principles into workforce planning and organizational health and development programs.

Background (2012-2013)

HR introduced NEOGOV, an on-line applicant tracking system, on November 1, 2011, which allows applicants to apply for positions on-line and the City to analyze the hiring process in detail. In 2012 and 2013, HR took advantage of NEOGOV's expanded reporting capability to review the City's ability to attract and hire diverse candidates for employment. The numbers revealed that the City does well in attracting a diverse pool of applicants of color. Appendix A demonstrates that the percentage of applicants of color is greater than the percentage of that community in some demographic categories. However, the actual hires made varied. In 2012, approximately 21% of those referred to interview and those hired were candidates of color. In 2013, 25.19% of candidates referred were candidates of color, and 19.92% of the candidates hired were candidates of color.

The numbers also revealed that the City has a difficult time attracting and hiring female candidates for a number of positions. However, the "NEOGOV Activity-November 2012-October 2013" report analyzed this issue in the context of the Department of Labor's "Non-Traditional Occupations for Women." The City has a disproportionate number of these occupations in its public works and public safety agencies. In 2013, 63.6% of the total hires were men. However, in the non-traditional occupations for women, 87.1% of hires were men. Controlling for these jobs, the remaining hires in 2013 were 49.5% men and 49.5% women, consistent with the general Madison population. Further, the report analyzed the female incumbency in non-traditional jobs and noted that the City's number of women in many of these categories exceeds the DOL numbers nationwide. (See Appendix B).

In 2012, HR also began developing an employee engagement model, which began to be implemented in all departments in 2013. Also in 2013, the City began work on RESJI. HR partnered with RESJI to incorporate equity concepts into the engagement model, based on the concept that all employees cannot become engaged if certain groups feel excluded from participation in City processes due to a lack of racial equity.

Because of the increased focus on engagement and equity, and in reviewing the NEOGOV statistics, beginning in 2014 HR determined that a greater focus needed to be made on attracting a qualified pool of diverse candidates, on ensuring that diverse candidates are referred for interview, and on ensuring that all our organizational development efforts are focused on engagement and equity. Based on these principles, specific action items and assessments were incorporated into the 2014 HR workplan. HR feels this is the way that the City can move the needle on hiring and creating a workforce that is reflective of the community we serve, and on ensuring that the larger workforce and community recognizes the City as an equitable employer. This report highlights efforts HR has implemented since 2014, many times initiated with the help of other departments, and will also describe continued work directed toward accomplishing this goal.

It is also important to note that HR is not normally involved in interviews of candidates and is not the hiring authority in charge of making the final decision when it comes to selecting candidates. Rather, that is done at the department level so once HR refers candidates, its role in the process becomes advisory, at the request of the hiring agency. The only remaining level of review is if a position is "red-flagged" by the Department of Civil Rights as being in a job family that is considered underutilized for women or Racial/Ethnic diversity.[2] Appendix D lists the various job families as defined by the U.S. Department of Labor. Thus, this report focuses on areas where HR can have a direct impact on equity and diversity in the process.

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[2] In 2013, HR and DCR led a focus group of City hiring managers to discuss the red flag process and improvements that could be made. This group led to the red flag process becoming more pro-active in helping recruit a diverse candidate pool.

Workforce Planning Equity Initiatives in 2014

After analyzing data obtained though NEOGOV, employee Engagement and Equity surveys, and other sources, HR implemented the following initiatives in 2014:

Modifications to the Civil Service System

Several modifications were made to the City Personnel Rules in order to promote diversity in hiring and promotion:

- **Trainee Designation**: The HR Director can now designate applicants with potential, but who may not necessarily meet the outlined training and experience requirements for a position, and create a trainee position in order to assist in meeting diversity goals.
- **Expanded posting rights**: The City has a robust AASPIRE Internship program where internships are marketed to a diverse group of students in a variety of City agencies. However, these internships currently do not have a direct tie to City employment. The Personnel Rules were updated so that people who participate in an internship as an hourly employee retain posting rights for City permanent positions for up to a year following either the completion of the internship or their degree, whichever is later. This way, the City can hopefully find permanent opportunities for interns who demonstrate potential.
- **Expanded referral rules**: Under the old Personnel Rules, following recruitment and testing, HR referred the top 4 ranks of candidates to the hiring authority to interview for a permanent vacancy, and 4 additional ranks if the vacancy is in a job class that is underutilized as defined by DCR, for non-represented positions. In most cases, only the top 4 ranks were referred regardless of underutilization for represented positions because of collective-bargaining rules.
  The updated Rules now allow for 6 ranks of referrals, with 4 additional ranks if the vacancy is in an underutilized job class for all permanent positions. When hiring managers are able to interview more candidates, there are additional opportunities to hire women and people of color, regardless of whether the vacancy is in a job category that is designated underutilized.
- **LTE transfer rights**: The updated Personnel Rules now allow an LTE to transfer to a permanent position in the same classification with the approval of the HR Director and Appointing Authority. This way the City can keep qualified LTEs employed on a permanent basis and the employee does not face the risk of losing her/his job when the LTE term expires. The City has had qualified minority and female LTE employees in the past in an LTE classification who were forced to

compete for positions and either not make a referral list or not get selected because this transfer option was not available.

Reviewing Minimum Qualifications

Minimum qualifications are the first level of review to determine who will move forward in a hiring process. If an applicant is not minimally qualified, s/he does not get invited to test for a position or get further consideration. To this end, HR has worked to assure minimum qualifications actually reflect the work and candidates are not unfairly screened out. As a result, HR has revised the minimum qualifications for a number of classifications since 2013. Some examples are listed below:

- **Hourly Attendant**: The minimum qualifications used to require graduation from high school and between 3 and 6 months of customer service experience. After conversations with the Department of Civil Rights and hiring agencies, considering the equity impact of requiring high school graduation and work experience, the minimum qualifications were removed completely. Now, when attendant positions are posted, the qualifications state "All applicants will be considered for these positions. Depending on the number of applications, random selection may be used to determine who will proceed to the interview process." This way, random selection should provide a referral list that closely reflects the diversity of the applicant pool, removing the possible adverse impact of requiring a high school degree and/or practical work experience.
- **Seasonal Laborer**: The seasonal laborer position that is hired throughout public works and at Monona Terrace and in many cases is the entry to permanent employment, used to require "At least six (6) months experience performing heavy manual and maintenance work." Again, after considering the equity impact of this requirement, especially as it relates to female applicants, it was determined that the minimum requirement would be removed entirely and the same language in the Attendant posting would be used. The posting now clearly spells out the physical requirements for the various laborer positions and applicants have the ability to select their preferred departments for work. After knowing the demands of the position, if someone still chooses to apply, they will be considered for a position. These changes in part resulted in over a 6% increase in the number of candidates of color hired for laborer positions since 2012 (25% in 2012 v. 31.46% in 2014). In addition, the number of women hired has increased from 9.72% in 2012 to 14.61% in 2014.
- **Street & Sewer Maintenance Worker 1**: This permanent entry-level position in the Streets and Engineering Divisions also required the six months of heavy manual and maintenance work, similar to the

Laborer. Also similar to the Laborer, the minimum requirements have been removed and all applicants are being invited to test for the permanent position.

- **Transit Operator**: This permanent position used to require "six months experience in a position working with the general public." Again, after conversation with the hiring agency, the minimum requirements have been removed entirely and all applicants are invited to take the written exam.
- **Library Page**: This hourly position at the Library had minimum qualifications of 1 year of customer service experience and an additional 3 months of cash handling experience. It also used an exam to narrow the candidate pool. After conversations with Library management about their dissatisfaction with the diversity in the applicant pool, the minimum qualifications were reduced to six months of customer service, and the cash handling requirement and exam were eliminated. Now, random selection is used to determine who moves forward for interview following the screen for minimum qualifications.

Ban the Box

HR partnered with the Common Council and Department of Civil Rights to "Ban the Box" from the City's job application. In the past, the job application had asked applicants to identify whether they had been convicted, placed on probation, fined, imprisoned, paroled, or placed on extended supervision for felony, misdemeanor, or ordinance violations in the past 3 years, consistent with Madison General Ordinance 39.03(8)(i)3(a) and (b). While this information was asked as part of the application, it was not used as a screening tool and this information was not shared with a hiring agency when referrals were made. However, because HR supports the concept behind "Ban the Box," starting in September, 2014, this question was removed from the City's job applications. In addition, Administrative Procedure Memorandum (APM) and Personnel Rules were modified to expressly prohibit hiring managers from using private or public means of obtaining arrest and/or conviction information on candidates for employment.

Use of Racial Equity Impact Tool

In September of 2014, HR staff worked with RESJI staff and Metro Transit Management to review the qualifications and hiring process leading up to a Transit Operations Supervisor posting. This is a first-line supervisor at Metro and it has traditionally been posted internally. However, the recruitment has not attracted a large number of candidates, and few diverse candidates have made it to the eligible list. The minimum qualifications were:

> One year of leadworker or supervisory experience in a transportation or closely related activity involving the monitoring, guiding, and scheduling of large numbers of subordinate staff. Such experience would normally be gained after completion of two years of vocational or college training including supervisory training and computer courses. Experience as a bus driver or equivalent may be substituted for up to one year of the post high school training.

A recruitment in 2012 resulted in 13 candidates on the eligible list, 9 of whom identified as White/Caucasian. In 2013, 15 candidates were placed on the eligible list, 11 of whom identified as White/Caucasian. In both recruitments, the selected candidates were White/Caucasian.

Prior to the 2014 recruitment, Metro's General Manager and Transit Service Manager expressed concern about the lack of racial/ethnic and gender diversity on the eligible lists. Metro Management expressed interest in developing a process that would create greater diversity. Metro's HR Analyst partnered with Metro Management, Metro's Culture and Engagement Team, and RESJI staff to work on this effort. The newly-developed Racial Equity Impact Tool was used to review the hiring process, including the minimum qualifications for the position, as well as the entire process. It was determined that the minimum qualification requiring "One year of leadworker or supervisory experience…" was limiting the pool of Transit Operators who were eligible. It is difficult for a Transit Operator to get this type of experience when driving a bus. As a result, the Training and Experience was changed to

> One year of leadworker, supervisory, or **training** experience in transportation or a closely related activity involving the monitoring, guiding, and scheduling of large numbers of subordinate staff. Such experience would normally be gained after completion of two years of vocational or college training including supervisory training and computer courses. Experience as a bus driver or equivalent may be substituted for up to one year of the post high school training. [emphasis added]

Many Transit Operators serve as trainers for other operators when they start but under the old language, this was not considered applicable. Now these Operators could be considered for the supervisor position. In addition, the Metro Culture and Engagement Team recommended that more information be communicated to Operators about the process. As a result, brown bag sessions were held to explain the process and the HR Analyst developed information for the bulletin boards explaining the application and hiring process. The team also recommended changes to the hiring panel makeup, an interview feedback tool be developed, implicit bias training for panel members, changes to the decision making process, and additional outreach efforts for internal staff to apply.

These efforts resulted in 33 candidates reaching the eligible list, including 12 who identified as a demographic other than White/Caucasian. All 33 were referred for interview. The Impact Tool also identified changes to the interview process, including more steps and balanced panels at each step including interviews from diverse backgrounds. As a result, one female candidate who identified as other than White/Caucasian was hired for one of the three positions.

Advertising and Outreach

In 2014 HR placed an increased focus on attracting diverse candidates for its hourly/seasonal positions in its public works departments.[3] It is important to have a diverse pool working in these positions as they can lead to permanent employment with the City. As analyzed in the "NEOGOV Activity-November 2012-October 2013" report, many of these positions fall in job categories that the Department of Labor has identified as "Non-Traditional Occupations for Females."

In September, 2013, the City's Affirmative Action Specialist, Melissa Gombar, fostered a partnership between HR and the Urban League. This partnership resulted in the Urban League hosting a Featured Employer Seminar for the City on January 14, 2014, to promote hourly/seasonal laborer positions in public works. In conjunction with this Seminar, HR agreed to allow all participants who attended the Seminar and applied for a position within the next week to be guaranteed interviews with one of their preferred departments. This was seen as a way to increase the gender and Racial/Ethnic diversity of candidates referred to departments. The 2014 Featured Employer seminar resulted in 35 attendees and 24 job applications, including 5 from female applicants, and 16 from candidates of color. Six applicants were ultimately hired, including three women and three people of color. In September, 2014, the Urban League hosted another Featured Employer Seminar to promote Library Page positions.

In 2013, HR and the Multi-Cultural Affairs Committee (MAC) reached a collaboration agreement whereby MAC committed to working cooperatively with HR to promote equity, enhance the work environment for all employees, and to increase diversity. As a result, MAC helped promote the Urban League FES for HR and conducted other outreach activities to promote vacancies.

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[3] The following Public Works agencies hire most of the laborer positions: Parks, Streets, Engineering, Traffic Engineering and Parking, and Water. In addition, Monona Terrace Community Convention Center hires laborers as building cleaners and set-up personnel.

In November, 2013, a new manual, "Navigating the City of Madison Hiring Process" was posted on the HR website by the job postings. This manual provides applicants with detailed information about the entire hiring process, from the application through the exam and interview.

In 2014, HR worked with the Department of Civil Rights to update the mailing list used to promote open/competitive job postings. This mailing list includes a number of diverse organizations in Madison, including the Urban League, YWCA, Latino Support Network (LaSup), community centers, and others. It is critical that this list remain current to ensure the job announcements are routed to a wide, diverse audience.

Exam Offerings in Spanish

The HR Analysts work with hiring agencies to ensure that exams are updated and remain relevant to the position. For many of the City's field and administrative positions, multiple-choice exams are used to fulfill the civil service component. These exams are generally administered in English. However, at the request of the Parks Division, the Parks Maintenance Worker exam was translated and administered in Spanish, allowing a Latino applicant to successfully pass the exam and be hired. Similarly, the Custodial 1 exam has been translated and administered in Spanish to increase opportunities for applicants for whom English is not their native language. HR will continue to review opportunities for administering exams in other languages, considering the importance of reading and comprehending in English to the job being filled.

Outcome of Equity Efforts in Hiring

In 2014, the City received the greatest number of applications since NEOGOV was introduced: 14,418.[4] This was significantly more than the 11,639 received in 2012, and the 10,503 received in 2013. However, 2014 also saw 221 job postings, greater than the 174 postings in 2012 and 175 postings in 2013. In fact, the average number of applications per posting was 65 in 2014, which is very consistent with the average of 67 per posting in 2012, and 60 per posting in 2013. In 2014, 107 permanent positions were posted open/competitive, 54 were posted to City employees only, and 60 were open/competitive postings for hourly positions. Finally, certain postings were used to fill multiple positions. So while there were 221 total job postings, 621 candidates were ultimately hired.

In 2014, the City received 27.01% of its applications in 2014 from applicants who identified as a Racial/Ethnic category that was not White/Caucasian. In addition, the various efforts outlined above resulted in the highest number of candidates of color placed on eligible lists, at 25.33%, since the start of

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[4] This number counts applicants who applied for multiple positions multiple times.

NEOGOV. Furthermore, 28.05% of candidates who were referred to departments for interview identified as people of color. This means that not only did a large number of applicants of color seek employment with the City, but they were successful at getting through the civil service process in order to be considered for the opening, by almost 3% compared to the general population of Madison. Hiring of candidates of color was also its highest level since the start of NEOGOV, at 21.90%. Because of the various efforts undertaken by HR in 2014, it is difficult to point to any one particular thing that led to this increase, but apparently the combination of efforts led to increased diversity in the hiring pool and resulted in hiring decisions by the hiring agencies that increased the diversity of the workforce.

Reviewing the statistics for men and women also showed positive movement. In 2014, 36.36% of employment applications came from women, as opposed to 34.07% in 2013. In addition, 34.93% of the people on eligible lists were women in 2014, compared to 31.82% in 2012 and 30.35% in 2013. Also, 36.39% of the candidates referred to departments for consideration in 2014 were women, comparing favorably to the 30.90% in 2012 and 35.06% in 2013. For hiring, 2014 saw the smallest percentage of women hired, at 33.49%, versus 34.21% in 2012 and 35.61% in 2013. However, again controlling for the non-traditional occupations for females, as identified by the US Department of Labor, the numbers reveal that in 2014, women were hired for 49.86% of vacancies, versus 49.00% men and 1.16% unknown.

Appendix A shows the overall numbers from 2014 as well as composite numbers from 2012-2014.

Employee Development Equity Initiatives in 2014

Beyond hiring, HR is committed to developing the City's workforce to ensure equity in training opportunities and to develop employees to promote into other positions. HR embarked on several major initiatives in 2014 to promote employee development activities described in detail below:

Engagement and Equity Implementation

HR began development of an Engagement and Equity model in 2012 and began rolling this out to agencies in late 2013. By the end of 2014, most agencies had received initial training and surveys on engagement and equity. In order to roll out engagement and equity in an agency, HR staff generally first meets with the agency's management team. In this meeting, HR staff provides an overview of engagement and equity and talks about the need to survey employees to determine the initial level of engagement. It is critical in this meeting that the management team understands the importance of their buy-in to the concept. Without the support of agency leadership, engagement and equity have a low likelihood of success. This doesn't mean management needs to lead the effort, but management needs to support and communicate regarding such efforts.

Once the management team has learned about engagement, meetings are set up with staff to go through what engagement and equity mean in the workplace. During this meeting, employees are surveyed using the City's engagement and equity survey. Following the survey, HR complies the results and analyzes these results against the four focus areas of engagement: building trust, equipping employees, developing employees, and connecting to purpose. If it is determined that one area is lower than the others, this will generally be the focus of ongoing engagement efforts. Normally, after the results are compiled, the department head will issue the results and solicit participation on an agency-wide culture and engagement team. This team, which should be a cross-section of the agency, then develops strategies that can be incorporated to increase the engagement within the agency. The HR Analyst and staff from Organizational Health and Development assist with this entire process. Many agency management teams also received training around building trust with employees, and some agencies have had specialized workplace culture and civility training conducted by EAP staff.

By the end of 2014, most of the City's 25 agencies had been surveyed with the results communicated to staff. Furthermore, most of these agencies had internal culture and engagement teams working on work culture improvement issues within the agency. In addition to the Metro culture and engagement team's participation in recreating the Transit Operations

Supervisor process outlined earlier, the team has developed an interview feedback tool, venues for feedback for employees, and developed trainings related to workplace culture and wellness. Other teams have had success as well. For example, the Library's culture and engagement team developed a supervisor check-in tool that supervisors will be using to talk to their staff about development goals and opportunities and has had an integral role in creating employee staff development days. The Streets Division has been trained on and is beginning to utilize an interest based problem solving process. The Parking Utility culture and engagement team developed an internal newsletter to improve communication within the department and facilitated discussion of ongoing issues related to reorganization. Finally, Monona Terrace conducted a number of focus groups in February, 2014, after receiving their survey results, to develop ideas for improvement. After consideration and implementation, Monona Terrace continues to see their engagement scores increase. Many of the engagement efforts related to providing higher levels of employee participation in decision making are intended to have the ancillary impact of providing more equity in employee voice options in the workplace.

In addition, the New Employee Training intended to orient employees to City work culture has been modified to incorporate the employee engagement and equity model as well as a focus on RESJ. Finally, the New Supervisor Academy was similarly restructured to refocus from a basic leadership approach to instead considering engagement and equity as a major component of best leadership practices.

Supervisor Manual Focus on Engagement and Equity

In order to emphasize the importance of engagement and equity for all supervisors, HR restructured the "City of Madison Supervisor Manual" that was last updated in 2010. The new manual, "Creating a Culture of Engagement and Equity: A Guide for Supervisors" was issued in December, 2014. The manual was reorganized around the four pillars of the Engagement and Equity model described above: Building Trust, Equipping Employees, Developing Employees, and Connecting to Purpose. The last part of the manual is dedicated to labor relations issues. Each section of the manual contains chapters designed to give supervisors tools in each area to increase employee engagement and equity. The new manual includes 36 chapters of information to support supervisors in their day-to-day interactions with employees. This is expanded from the 13 chapters in the old manual, which were mostly dedicated to labor relations/discipline issues. This reorganization helps stress for supervisors the importance of engagement and equity in all HR and supervisory-related functions, rather than utilization of an adversarial or problem-centric approach to supervision. The updated manual was emailed to all supervisors and was also placed on

the HR employeenet website to make it more accessible for supervisors. Appendix E contains the table of contents from the new manual.

Leadership Conference 2014

In November, 2014, HR hosted a first-annual leadership conference for managers, supervisors, and leaders in the City. This unique conference brought together leaders from all City agencies to review various issues important to the role of a leader in the City. Topics included the keynote address "Engaging Public Employees" by UW Vice-Chancellor Darrell Bazzell as well as breakout sessions on "Coaching and Counseling—The Importance of Relationships," "Leadership during Times of Transition," "Implicit Bias in the Workplace," and "The Importance of Leadership in Equity and Engagement at all Organizational Levels." This well-received conference provided an opportunity for City leaders to come together to discuss these important topics that directly affect engagement and equity in the City. Engagement and equity efforts require a commitment from all levels in the organization, and this conference emphasized the leader's role in ensuring that these efforts succeed.

Added Structure in HR to Support Equity and Engagement

Since 2012, HR has taken on development and implementation of the Engagement and Equity model to all City agencies without an increase in staff. Creation of the model was led by the Labor Relations Specialist, and implementation has been a team effort with the Labor Relations Specialist, HR Analysts, Organizational Development/Training Officer, and Employee Assistance staff. However, this has not been the most efficient structure to deliver this important information to agencies. Labor relations became short-handed as the Specialist spent more time on engagement and equity. It was also difficult to keep track of who was responsible for work in different agencies without a manager coordinating the work.

As a result, as part of the 2015 HR budget, it was requested that a manager be created to combine the efforts of employee engagement and equity, Organizational Development, Wellness, and EAP/CISM (Critical Incident Stress Management) into a centralized Organizational Health and Development unit (OHD). This new unit will be responsible to ensure the success and engagement of City employees through the coordinated efforts of organizational development, wellness, and employee assistance. The new manager will be responsible for continued development and refinement of the engagement and equity model, the City's overall organizational development efforts, and coordinating the work of organizational development and employee assistance as it relates to advising agencies and developing staff.

Equity Initiatives for 2015

Since 2007, HR has utilized an annual workplan that details initiatives the Department intends to undertake above and beyond the regular work of the department to have an impact in 4 areas: Quality, Continuous Improvement, Compliance, and Outreach. In putting together the 2015 workplan, seen in Appendix F, HR continues to evaluate its service delivery through an equity lens. Once again, most of the items in the workplan can be broken down into workforce planning and organizational development and they will be discussed in that fashion below.

Workforce Planning Equity Initiatives for 2015

The HR Services unit continues to focus on ways to increase diversity in the workforce, through recruiting and outreach in 2015. In addition to another Featured Employer Seminar through the Urban League, HR is coordinating other outreach efforts for summer seasonal positions in 2015 to include new partnerships with JobMob and the YWCA, and a City-sponsored job fair. JobMob is a group sponsored through Dane County Social Services and MATC at the Villager Mall which promotes job opportunities, assists individuals with resumes and interview skills, and works to find child care and help overcome other potential barriers to maintaining regular employment. The City has worked with JobMob to promote summer positions and for the first time conducted on-site job interviews with applicants to improve the process.

In addition to fostering more partnerships throughout the City, the HR Services unit, in conjunction with OHD, will review minimum qualifications for certain entry-level supervisory positions in the City. Most of these positions require an applicant to have a certain amount of time in a leadership capacity. However, as noted above with the Transit Operations Supervisor, this limits the pool to those employees already in a leadwork capacity. The goal would be to replace some of the leadership requirements with an employee's participation in the Leadership Academy currently offered through OHD. If an employee successfully completes Leadership Academy and potentially performs some job shadowing, HR could then deem this person minimally qualified, expanding the pool of qualified candidates. This would also potentially increase the Racial/Ethnic and gender diversity of the pool.

Finally, the 2015 HR workplan calls for the hiring process to go through a racial equity analysis, using tools developed by the Racial Equity and Social Justice Initiative. This analysis should provide HR Services with different areas to work on to help increase the diversity of candidates who are referred to agencies for interview. The analysis will start with reviewing

minimum qualifications for positions, look at advertising and outreach, exams, and continue through the point candidates are referred to departments for interview. As noted earlier, these are the areas of the hiring process where HR policies and staff have a direct impact on the diversity of candidates in the hiring pool. Some of the ideas from the equity analysis may be implemented right away and others may be material for future workplans.

Employee Development Equity Initiatives for 2015

As noted above, HR reorganized in 2015 to improve the organizational health and development service delivery to agencies. OHD is developing a comprehensive on-boarding program for employees. This is critical for an organization that is focused on increasing diversity in the workplace. An onboarding program is more than just sending an employee to HR for a benefits orientation. Rather, an onboarding program works to ensure that new employees learn about the City's culture and focus on engagement and equity. It involves conversations between the supervisor and employee to ensure the employee is given the tools to be successful. It makes sure all employees are aware of the agency core values and that employees embody those values in the everyday performance of work so new employees see this as "the way things are done." Part of the new onboarding process involves reworking the probation/trial period evaluation that is conducted with employees to ensure the conversation is focused around engagement, equity, and development. Other parts of the process already developed intend at assessing the inclusivity of the organization in a way that provides data that can be broken down based on race/ethnicity as well as gender.

HR is also reviewing its annual workplan through an equity lens to ensure that items on the workplan are focused on engagement and equity and to ensure that multiple viewpoints are considered when developing the workplan.

HR received funding in 2015 for OHD to develop and implement a Women's Leadership series to increase opportunities for women to advance in the workplace. This is directly related to equity goals and ensuring that employees have the tools to succeed and advance in the workplace. According to, "The Gender Gap," studies show that "compared with men, women don't consider themselves as ready for promotions, they predict they'll do worse on tests, and they generally underestimate their abilities." It goes on to say that competence and confidence are not only positively correlated, but that confidence has been seen to actually boost competence. The Women's Leadership series is designed to work on these issues to better position women in the City for promotional opportunities.

Labor Relations and OHD are also developing and delivering training in 2015 regarding Interest-Based Problem Solving. This training furthers the City's engagement efforts as the process ensures that when an issue arises, employees and management work together to identify the interests and craft solutions to meet those interests. As stated above, the efforts are aimed at building more equitable distribution of decision making throughout the organization by increasing participation of employees at all levels in the decisions made at the agency and organizational level.

In the fall of 2015, OHD will undergo a comprehensive review of its training offerings to ensure alignment with the engagement and equity model.

Finally, HR has scheduled a second leadership conference in 2015 to continue to emphasize the leader's role in ensuring engagement and equity efforts are successful at the agency level. The second annual conference incorporates improvements suggested after the previous conference, and is focused on participatory leadership and decision making.

Conclusion

As noted in the Executive Summary the paper "Public Sector Jobs: Opportunities for Advancing Racial Equity," by Nelson and Tyrell, outlined a 6-step process to advance workforce equity in public sector jobs. HR will continue to focus on these 6 areas to develop items for future workplans. Such items may include:

1. **Analyze Data**—Continued review of NEOGOV, employee engagement surveys, and other quantitative and qualitative data to evaluate the effectiveness of engagement and equity efforts in all areas of HR.
2. **Support, engage, and organize others**—HR will continue to focus on building relationships with various City committees and departments to promote engagement and equity and develop and enhance training opportunities with equity and engagement as a primary focus.
3. **Use racial equity tools**—HR will focus on other internal processes where use of racial equity tools may be beneficial. Future projects may include analyzing various City APMs, City benefits, and/or employee and labor relations investigation and disciplinary processes. OHD will also assist in facilitating use of the tools for a variety of projects at an organizational and agency level.
4. **Create a workplace culture where racial equity is both a value and is operationalized**—Implementation of onboarding will have a significant impact on new employees. Focusing on equity within the HR workplan will ensure that engagement and equity is a primary focus in all that we do.
5. **Initiate and implement pipe-line development programs**—While outreach efforts have made an impact on diversity, focusing on entry-level programs, such as developing internships or apprenticeships, can have a greater impact on increasing diversity. Data also indicates that a greater emphasis at the point of hire is also necessary. The racial equity analysis of the hiring process will no doubt inspire additional opportunities.
6. **Set goals, track progress, and focus on accountability**—Again, the HR workplan and this report ensures that progress is made with appropriate accountability.

Creating a work environment where equity and diversity is valued does not take place overnight and there isn't any one thing that can be done to make a difference. Rather, by focusing all the services provided by HR with equity and engagement in mind, HR is dedicated to truly supporting the City's goals by recruiting, developing, and sustaining a diverse, talented, and engaged workforce.

Appendix A—Ethnic and Sex Breakdown of Applicants

2014 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	72.99%	74.77%	71.95%	78.10%
Black or African American	7.07%	12.03%	11.05%	14.60%	9.50%
Hispanic or Latino	5.45%	3.99%	4.15%	4.57%	3.70%
Asian	7.34%	3.10%	2.91%	2.78%	2.25%
Other/multi-racial	4.22%	3.76%	3.47%	3.53%	3.86%
American Indian or Alaskan Native	0.32%	0.42%	0.42%	0.58%	0.64%
Native Hawaiian or Other Pacific Islander	0.00%	0.24%	0.29%	0.19%	0.16%
Unknown	0.00%	3.47%	2.95%	1.79%	1.77%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	60.99%	62.89%	62.43%	64.25%
Female	50.40%	36.36%	34.93%	36.39%	34.78%
Unknown	0.00%	2.65%	2.18%	1.18%	0.97%
	100.00%	100.00%	100.00%	100.00%	100.00%

2013 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	71.65%	75.78%	74.81%	80.08%
Black or African American	7.07%	15.36%	11.41%	12.34%	5.84%
Hispanic or Latino	5.45%	4.21%	4.18%	4.21%	5.23%
Asian	7.34%	2.48%	2.12%	2.33%	2.82%
Other/multi-racial	4.22%	3.40%	3.16%	4.03%	4.02%
American Indian or Alaskan Native	0.32%	0.57%	0.62%	0.59%	0.60%
Native Hawaiian or Other Pacific Islander	0.00%	0.13%	0.19%	0.22%	0.20%
Unknown	0.00%	2.21%	2.54%	1.48%	1.21%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	64.20%	67.99%	64.06%	63.58%
Female	50.40%	34.07%	30.35%	35.06%	35.61%
Unknown	0.00%	1.73%	1.66%	0.89%	0.80%
	100.00%	100.00%	100.00%	100.00%	100.00%

2012 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	74.92%	80.02%	79.06%	78.95%
Black or African American	7.07%	12.39%	9.07%	10.61%	10.53%
Hispanic or Latino	5.45%	4.03%	3.43%	3.49%	4.21%
Asian	7.34%	3.00%	2.10%	1.89%	1.05%
Other/multi-racial	4.22%	2.66%	2.44%	3.40%	3.95%
American Indian or Alaskan Native	0.32%	0.37%	0.23%	0.05%	0.00%
Native Hawaiian or Other Pacific Islander	0.00%	0.16%	0.17%	0.09%	0.00%
Unknown	0.00%	2.47%	2.55%	1.42%	1.32%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	58.39%	66.68%	68.49%	65.79%
Female	50.40%	40.00%	31.82%	30.90%	34.21%
Unknown	0.00%	1.61%	1.50%	0.61%	0.00%
	100.00%	100.00%	100.00%	100.00%	100.00%

2012-2014 Numbers	Madison Demographics (2010 Census)	Employment Applications	Total on Eligible Lists	Total on Referred Lists	Total hired
White or Caucasian	75.60%	73.22%	76.62%	74.60%	78.97%
Black or African American	7.07%	13.10%	10.58%	12.96%	8.54%
Hispanic or Latino	5.45%	4.06%	3.95%	4.26%	4.34%
Asian	7.34%	2.89%	2.43%	2.43%	2.14%
Other/multi-racial	4.22%	3.31%	3.07%	3.58%	3.94%
American Indian or Alaskan Native	0.32%	0.45%	0.42%	0.46%	0.47%
Native Hawaiian or Other Pacific Islander	0.00%	0.19%	0.22%	0.18%	0.13%
Unknown	0.00%	2.79%	2.71%	1.53%	1.47%
	100.00%	100.00%	100.00%	100.00%	100.00%
Male	49.60%	61.09%	65.57%	64.35%	64.42%
Female	50.40%	36.86%	32.61%	34.69%	34.91%
Unknown	0.00%	2.05%	1.82%	0.96%	0.67%
	100.00%	100.00%	100.00%	100.00%	100.00%

Appendix B—Non-Traditional Occupations for Females 2013[5]

DOL Occupation 2012	Total Employed (Both Sexes)	Percent Female	City Classifications-2013	Number of City Employees	Number of Females	% female
Network and computer systems administrators	226	25	MIS 1-4	47	18	38.3%
Detectives and criminal investigators	160	24.8	Detective, Police Investigator	78	38	48.7%
Computer Occupations-All Others	341	24.4	MIS 1-4	47	18	38.3%
Architects, except naval	195	23.5	Architect 1-4, Landscape Architect 1-4	6	2	33.3%
Supervisors, transportation and material moving workers	200	23	Transit Ops Supervisors, Transit Ops Gen Sups, Trans Ops Mgr	21	6	28.6%
Computer programmers	480	22.5	MIS 1-4	47	18	38.3%
Television, video, and motion picture camera operators and editors	57	21.4	CC producer director	3	0	0.0%
Software Developers Applications and Systems Software	1084	19.7	MIS 1-4	47	18	38.3%
Security guards and gaming surveillance officers	903	18.5	Library Security Monitors	11	2	18.2%
Printing machine operators	201	17.2	Library Press Operator	1	0	0.0%
Drafters	149	16.6	Civil Techs	5	2	40.0%
Engineering technicians, except drafters	395	16.3	Engineering Aide 1-3, Engineering Asst (hourly), Engineering Program Specialist 1-2	29	6	20.7%
First-line supervisors/managers of police and detectives	112	15.2	Police Lieutenant	22	8	36.4%
Cleaners of vehicles and equipment	315	15.2	Automotive Mechanic	1	0	0.0%
Painting workers	150	15.1	Painter	1	0	0.0%
First-line supervisors of farming, fishing, and forestry workers	50	14.1	Tree Trimmer Foreperson	2	0	0.0%
Civil engineers	358	13.7	Engineer 1-4	30	6	20.0%
Engineers, all other	359	13.2	Traffic Engineer 1-4	5	0	0.0%
Police and sheriff's patrol officers	657	12.6	Police Officer	279	74	26.5%
Parking lot attendants	81	11.6	Parking Cashier	50	20	40.0%

[5] Some jobs appear in multiple categories. When that occurs, the category that most closely aligns with the City's posting is used for comparison purposes.

Architectural and Engineering managers	120	10.9	Principal Engineer 1-2, City Engineer, City Traffic Engineer, Asst. City Engineer, Asst. City TE, Principal Engineer Water, Facilities and Sustainability Manager	10	2	20.0%
Construction and building inspectors	118	7.8	CEO 1-4, Plumbing/Heating Inspector, Electrical/Heating Inspector, Construction Inspector 1-2, Water Construction Inspector, Elevator Code Enforcement Officer 1-2, Fire CEO 1-4, Fire Comm Ed/Enforcement Officer 1-2, Zoning Code Officer 1-2, Cross Connect Control Inspector, Field Service Analyst	61	10	16.4%
First-line supervisors, managers of landscaping, lawn service, and grounds keeping service	281	7.6	Parks General Supervisor, Landscape Construction Supervisor, Public Works Foreperson	4	1	25.0%
Industrial truck and tractor operators	537	7.4	Equipment Operator 1-3, SSMO1-3	40	2	5.0%
Refuse and recyclable material collectors	106	6.6	SSMW 1-2, SMO1-3	132	14	10.6%
Construction managers	983	6.4	Public Works General Forepersons (not Fleet), Streets General Supervisor	18	2	11.1%
First-line supervisors/managers of mechanics, installers, and repairers	292	5.9	Public Works General Forepersons (Fleet)	2	0	0.0%
Radio and telecommunications equipment installers and repairers	158	5.8	City Channel Engineer, Communication Worker, Communication Technician 1-3, Comm Ops Leadworker	10	0	0.0%
Grounds maintenance workers	1298	5.1	Parks Maintenance Worker, Greenskeepers, Gardeners, Transit Utility Worker, Arborist 1-2, Parks Operations Leadworker, Cemetery Operations Leadworker, Public Works Ldwkr (Parks)	77	11	14.3%

Welding, soldering, and brazing workers	593	4.8	Welder	2	0	0.0%
Mechanical engineers	288	4.5	Engineer 1-4	30	6	20.0%
Water and wastewater treatment plant and system operators	72	4.5	Waterworks Maintenance Worker/Operator series	9	0	0.0%
Helpers, construction trades	53	4.5	Laborer (Hourly), SSMW Hourly, Crosswalk Painter	148	17	11.5%
Surveying and mapping technicians	77	4.3	Engineering Field Aide; Surveyor 1	4	0	0.0%
Other installation, maintenance, and repair workers	205	3.6	Public Works Maintenance Worker 1-3, Parking Maintenance Worker 1-2, Maintenance Worker, Water FSR 1-3, FSR Ldwk., Housing Maintenance Wkr	40	2	5.0%
Firefighters	295	3.4	Firefighter, Firefighter/Paramedic 1-2, Apparatus Engineer	295	41	13.9%
Construction laborers	1387	2.9	SSMW	31	1	3.2%
First-line supervisors/managers of construction trades and extraction workers	634	2.8	Public Works General Forepersons, Water Utility Maintenance Supervisor	19	2	10.5%
Electrical power-line installers and repairers	110	2.4	Traffic Signal Maintenance Worker and Electricians	12	0	0.0%
Maintenance and repair worker, general	442	2.2	Facility Maintenance Worker, Parks Maintenance Worker, Maintenance Mechanic 1-2, Parks Maintenance Mechanic, Parking Equipment Mechanic, Parking Equipment Tech 1-2	73	6	8.2%
Electricians	692	1.8	Electrician, Electrician Foreperson, Maintenance Electrician 1-2	3	0	0.0%
Automotive body and related repairers	140	1.8	Automotive Maintenance Worker 1-3, Fleet Technician, Master Automotive Body Technician	23	1	4.3%
Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	87	1.8	Automotive Maintenance Worker 1-3, Communication Technician 1-3, Communication Worker	10	1	10.0%
Highway maintenance workers	108	1.5	SSMW, SSMO 1-3	132	14	10.6%
Small engine mechanics	56	1.4	Parks Equipment Mechanic	4	0	0.0%

Operating engineers and other construction equipment operators	348	1.3	Equipment Operator 1-3	25	1	4.0%
Pipe layers, plumbers, pipe fitters, and steam fitters	534	1.3	Plumber	1	0	0.0%
Heavy vehicle and mobile equipment service technicians and mechanics	194	1	Fleet Technician	20	0	0.0%
First-line supervisors of fire fighting and prevention workers	64	0.5	Fire Lieutenant	61	2	3.3%
Bus and truck mechanics and diesel engine specialists	316	0.5	Transit A, B, C Mechanic	42	0	0.0%
Drywall installers, ceiling tile installers, and tapers	129	0.3	Painter	1	0	0.0%

Appendix C—The Hiring Process Overview

The hiring process, outlined in the City of Madison Personnel Rules, is initiated by departments either when a new position is created or an incumbent leaves City employment. Departments fill out a requisition in NEOGOV indicating the classification, position number(s), and number of positions to be filled. This requisition also states the preferred method of recruitment, depending on the nature of the position being filled. Requisitions for permanent positions also must include an updated position description, which will be used in creating the job announcement. The requisition is routed electronically through NEOGOV until all required parties have approved the requisition.

Once received in Human Resources, the requisition is assigned to one of four Human Resources Analysts (HR Analyst), who becomes responsible for managing the hiring process. The HR Analyst prepares a job announcement, and once approved by the department, posts the announcement through NEOGOV. Positions can be posted open and competitive, which means all people are invited to apply, including the public. However, some positions are only posted to City employees, either within a specific department or bargaining unit. While people from outside City employment can access and apply for these positions, they will be automatically screened out of the process as ineligible for the position, although the application still counts as part of the total number received.

Applicants are required to apply for positions on-line using NEOGOV; paper applications are not accepted unless as part of a disability accommodation.[6] The HR Analyst ensures applicants meet the minimum qualifications for the position, as outlined in the job announcement. The HR Analyst conducts any required examinations for the position, and then refers eligible candidates to the department for interview, according to the Personnel Rules or the applicable labor agreement. All steps of the process, including the exam score, eligible list, and referred list, are tracked through NEOGOV. The HR Analyst also uses NEOGOV to communicate with the candidates along the way, by sending electronic notices to invite candidates to exams, to inform candidates of the outcome of the exam, and to inform candidates of their status either on the eligible list or referred list. It is estimated that candidates for a position will receive approximately 2-3 notices through NEOGOV if that candidate makes it to the referred list.

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[6] While the City's Occupational Accommodations Specialist has assisted applicants in using NEOGOV, no paper applications have been submitted since the City started using NEOGOV.

Departments are responsible for offering an interview to all referred candidates and making the final selection. Departments fill out paperwork on-line for the selected candidate using NEOGOV and then the hire is approved in NEOGOV by the HR Analyst. NEOGOV can be used to generate the appointment letter for the selected candidate as well as rejection notices for those candidates interviewed but not selected.

NEOGOV tracks a number of statistical items. The application asks for voluntary data on the race and sex of the applicant. This data is not shared with the departments when names are referred. The application also asks where the applicant found out about the job (City website, newspaper, word of mouth, etc). Reports can be generated on all this information to determine the racial breakdown of candidates, the sex of candidates, how applicants are finding out about openings, etc.

Appendix D—EEO Categories Defined

Category	Definition
Officials-Executives	Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments of special phases of an agency's operation. Does not include sworn administrators.
Professionals	An occupation requiring either a college degree or experience of such a kind provides a comparable background. Does not include sworn professionals.
Technicians	Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post high school education, such as may be obtained through a junior college, technical institute, or through equivalent on the job training.
Protective Service Workers	All sworn and non-sworn occupations relating to the protection of people and property.
Paraprofessionals	Occupations requiring basic semi-professional skills, which may be obtained through a year of post high school education, such as, may be obtained through a junior college or through equivalent on the job training.
Office-Clerical	Includes all clerical type work, regardless of the level of difficulty, where the duties are predominantly non-manual, although some manual work not directly involved with altering or transporting the products is included.
Skilled Craft	Manual workers who typically operate machine or processing equipment or perform other factory type duties of a skill level that can be mastered after an extensive period of training.
Service/Maintenance	Occupations in which workers perform duties, which result in or contribute to the comfort, convenience, or hygiene of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property.

Appendix E—Supervisor Manual Table of Contents

Appendix F: 2015 HR Workplan

Goal 1 - Quality - Provide an innovative and responsive employment system in support of the HR Mission.

	Milestone	Responsibility	Timeline	Assessment
1.1	Comprehensive On-boarding Program Plan for permanent employees.	Stenson/van Lith	December	Submit written plan supporting a more comprehensive on-boarding program for City employees.
1.2	Increase the diversity of applicants for City positions and complete a comprehensive diversity report on HR initiatives.	Lipski	Ongoing	Using Neogov data, improve upon the 2014 diversity numbers and complete a report regarding all HR effort and outcomes
1.3	Replace probation reports with Engagement/On-boarding reports at 3 and 6 months.	Stenson	December	Training offered, forms updated and implemented.
1.4	Align City Training/Educational requirements for existing employees that allow employees to achieve minimum qualifications for specific CG 18 & 44 positions.	van Lith/Lipski Stenson	December	Update 5 classifications to incorporate the ability to meet minimum qualifications by completing City training/educational programs.
1.5	Work with equity group to create a program to provide trained City Facilitator roster	Stenson/ van Lith/Leifer	July	Program defined in engagement manual, employees trained and facilitating.

Goal 2 - Continuous Improvement – Continually review and enhance human resources organization, systems, processes, procedures, and work environment.

	Milestone	Responsibility	Timeline	Assessment
2.1	Model the teamwork and courteous behavior we expect from all City employees.	All	July	Discuss progress as of July Unit Head meeting.
2.2	Less Paper Orientation (Paperless?)	Leifer	December	List of previously paper orientation materials that were converted to electronic forms.
2.3	Complete equity analysis of HR work plan and Hiring Process.	Lipski/Stenson	December	Completion of analysis with recommendations for changes to personnel rules and workplan.
2.4	Increase internal engagement efforts.	All	Ongoing	Two all-staff meetings (workplan and budget)…(more to be added)
2.5	Maximize opportunities to create efficiencies using self-service and other functionality of the new ERP system.	van Lith/Leifer/All		5 specifically attributed improvements using ERP (training, benefits orientation, I9, and other areas)
2.6	Implement an EAP specific software program.	Martinez/ Nottingham	April	Program selected and purchased, Implementation, training and input of data complete.
2.7	Implement Talent Management Initiative to identify leaders and high potential employees for development and future roles	van Lith	December	Develop a plan for implementation.

Goal 3 - Compliance - Protect the City's resources by minimizing exposure to legal liabilities and associated risks.

	Milestone	Responsibility	Timeline	Assessment
3.1	Eliminate the use of social security numbers in the Human Resources Department	All	Ongoing	Social security numbers no longer being used in any HR function (Except I9 voluntary)
3.2	Develop Health Insurance review process outline and implement.	Leifer	September	Completed and new plan approved by Council
3.3	Process an RFP for a benefits consultant (Wage, Life, 457)	Leifer	December	RFP completed and proposals accepted and evaluated and vendor selected.
3.4	Develop in-house resources for conflict mediation and resolution	van Lith Martinez	December	Program, Policy, Training and other resources developed and being implemented.
3.5	Complete the I9 audit and begin conversion to electronic storage	Wirtz/Pilsner	December	Destroy obsolete I9s and use ERP to store active I9s.

Goal 4 - Outreach - Proactively build the trust and capacity to increase visibility and enhance relationships with all City departments.

	Milestone	Responsibility	Timeline	Assessment
4.1	Women's Leadership series development, implementation, and evaluation.	Stenson	December	Implemented over the summer. Evaluated by December.
4.2	Develop and distribute a quarterly EAP/wellness electronic newsletter	Martinez	March	First letter distributed to all staff in March, 2015
4.3	Development of IBPS/Engagement training	Leifer/Stenson	March	Create and implement within all public works agencies
4.4	Develop and deliver a Suicide Prevention program for Madison Fire personnel	Martinez	June	Development and delivery of training
4.5	Creation of MFD Peer Support Team	Martinez	December	Development of program, policy, recruitment and training completed
4.6	Second annual HR Conference for Supervisors	Stenson	December	Conference completed.