



City of Madison
Agenda - Approved
POLICE CIVILIAN OVERSIGHT BOARD
Equitable Hiring Tool Taskforce

City of Madison
Madison, WI 53703
www.cityofmadison.com

Consider:
Who benefits? Who is burdened?
Who does not have a voice at the table?
How can policymakers mitigate unintended consequences?

Monday, April 19, 2021

5:30 PM

Via Virtual Meeting

Note: A quorum of the Common Council and/or the Police Civilian Oversight Board may be present at this meeting.

The City of Madison is holding the **Police Civilian Oversight Board Equitable Hiring Tool Taskforce** meeting virtually to help protect our community from the Coronavirus (COVID-19) pandemic.

1. **Written Comments:** You can send comments on agenda items to: PCOB@cityofmadison.com
2. **Register for Public Comment:**
 - Register to speak at the meeting.
 - Register to answer questions.
 - Register in support or opposition of an agenda item (without speaking).

If you want to speak at this meeting you must register. You can register at <https://www.cityofmadison.com/MeetingRegistration>. When you register to speak, you will be sent an email with the information you need to join the virtual meeting.

3. **Watch the Meeting:** If you would like to join the meeting as an observer, please visit <https://www.cityofmadison.com/WatchMeetings>

4. **Listen by Phone:**

(877) 853-5257 (Toll Free)

Meeting ID: 967 7286 2042

If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, please call the phone number below at least three business days prior to the meeting.

Si necesita un intérprete, un traductor, materiales en formatos alternativos u otros arreglos para acceder a este servicio, actividad o programa, comuníquese al número de teléfono que figura a continuación tres días hábiles como mínimo antes de la reunión.

Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnuv ua hauj lwm ua ntej yuav tuaj sib tham.

For accommodations, contact: Karen Kapusta-Pofahl, Legislative Analyst, Common Council Office, (608) 261-9159 or pcob@cityofmadison.com

CALL TO ORDER / ROLL CALL

DISCLOSURES AND RECUSALS

Members of the body should make any required disclosures or recusals under the City's Ethics Code.

APPROVAL OF MINUTES for 4/12/21 meeting

PUBLIC COMMENT

1. Public Comment

ITEMS TO BE CONSIDERED

2. Apply Equitable Hiring Tool to the Duties and Responsibilities section of the Independent Police Monitor description and note any recommended changes
3. Apply Equitable Hiring Tool to the Experience section of the Independent Police Monitor description and note any recommended changes
4. Apply Equitable Hiring Tool to the section of the Independent Police Monitor description regarding restrictions on relationship to Madison Police Department and note any recommended changes
5. Apply Equitable Hiring Tool to the Other Combinations of Training section of the Independent Police Monitor description and note any recommended changes
6. Apply Equitable Hiring Tool to the Commitment to Racial Equity section of the Independent Police Monitor description and note any recommended changes

ADJOURNMENT



City of Madison

Minutes - Draft

City of Madison
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POLICE CIVILIAN OVERSIGHT BOARD Equitable Hiring Tool Taskforce

Consider:
Who benefits? Who is burdened?
Who does not have a voice at the table?
How can policymakers mitigate unintended consequences?

Monday, April 12, 2021

5:30 PM

Via Virtual Meeting

CALL TO ORDER / ROLL CALL

Present: Ankita Bharadwaj, Ananda Deacon, Yesenia Villalpando-Torres
Absent: Anthony Cooper

Others Present: Tariq Saqqaf, Julie Trimbell, Sheray Wallace, Shadayra Kilfoy-Flores, Isadore Knox.

DISCLOSURES AND RECUSALS

None

APPROVAL OF MINUTES for 3/12/21 and 3/19/21 meetings

Ankita Bharadwaj moved to approve the minutes, Ananda Deacon seconded, and the motion passed with unanimous consent.

PUBLIC COMMENT

1. Public Comment

ITEMS TO BE CONSIDERED

2. Apply Equitable Hiring Tool to Independent Police Monitor description and note any recommended changes

The Taskforce discussed the Equitable Hiring Tool questions and discussed possible changes to the Independent Monitor Position Description

ADJOURNMENT

Yesenia Villalpando-Torres moved adjournment, Ankita Bharadwaj seconded, and the motion passed with unanimous consent.

EQUITABLE HIRING TOOL 2.0



A. POSITION DESCRIPTION UPDATING

You should work on updating the position description as soon as you get notice that the incumbent is leaving or on a regular basis to update. Before looking at the current position description, complete this portion of the tool so that you aren't overly influenced by what has been in the PD in the past.

Basic Skills

Basic Skills: adaptability, creativity, innovation, ability to have the conviction to carry out what is envisioned in the ordinance, stand up for the process, also diplomatic skills, interpersonal skills, build credibility with MPD, City officials, community members, self-reliance, develop and maintain relationships, understand and interrupt systems, proven track record of ability to navigate systems (institutions and community), ability to identify and connect and solve problems in community, demonstrated love for their community, empathy, some baseline analytical and investigative skills going into position, Direct community outreach and ability to build rapport. Outreach to residents, not only community leaders.

Ananda Deacon's notes on basic skills: Analytical Reasoning, Conflict Management, Influencing/Negotiating, Interpersonal Skills, Written Communication, Administrative Skills

Transferrable Skills

Often when we want to fill a position, we look for someone who had that position or a very similar position with another employer. However, candidates could have gained the skills we are looking for from different positions and, in addition, bring new perspectives to our agencies. For example, if you are hiring a call center supervisor, someone who supervised employees providing front line customer service in a retail environment, but not in a call center, might also be a potential fit for the position.

What are some transferrable skills that would qualify a candidate for this job even if they haven't worked in this field or position before?

Background in community organizing and/or direct community outreach to residents as well as community leaders. Any position that requires them to have their own filing system (ie for complaints etc), maybe like guidance counselor, sort through needs and act on needs. Other positions where a person has had to do some type of investigation. Office management skills-some form of leadership experience, ex. Co-chair of committee. Managerial-managing a team or staff members, doesn't have to be department head. Project team lead. Experience with drafting formal investigative reports. Capability to try to find a process that will help them create a process to do IM investigations-capability to research and create a process. Ability to organize and create spreadsheets and develop a tracking system. Process to track information. Broaden beyond attorneys. Collaborative learning. Community organizers do investigative work when figuring out which bills are being released, research skills. Navigating different systems-community organizers may do this, social workers do this. Teachers and principals who need to do a form of due process, who are the parties involved, what happened. Background in advocating for a position, putting forward a position that goes against the status quo, experience challenging systems. Research outside of researching case law or presenting an argument in court. Auditing, asset protection in retail setting is doing investigations, teachers, principal. Experience responding to crises. Knows how to speak to different parties involved if needed. Experience/background crafting moving speeches. Strong speaking and/or writing abilities. Persuasive communication skills, such as preacher, educator. Would oratory act as a hurdle for people for whom English is not their first language? Communicative piece, ability to speak their mind effectively even if they need to prepare ahead of time. Important to need to be able to communicate effectively to their staff and to the Board. What about accessibility to people with autism? How to make more accessible in general while also not compromising on needed skillset? Keep in mind for when things get phrased in final version. Communicate effectively findings, in interviews. Person will need to fulfill essential functions, write the job to let people know exactly what is needed. City has an accommodation process that we can work through. What about bilingual skills? Important that IM can seek out people who

Speak a number of languages and work with them. Someone who knows which interpreters to contact to do this job correctly. Making sure that residents know how they can access the Office regardless of what language they speak. We should have a translator line available. City does use translation services, will be available to this person. Attention to details, detail oriented. Ex. Event planning. Knowledge of computer programs/software. Tracking or records system. Microsoft Office Suite. City provides training.

Minimum Qualifications

Based on the listed skills, are there any minimum qualifications? Yes No
If so, what are they?

Ability to do relationship-building with residents and MPD, to have this already. Community outreach. Critical thinking skills. Ability to think on one's feet. Some kind of investigative training for a baseline. Can be assessed as part of the examination process. Response to essay question related to relationships and how they have built them or worked in that kind of environment. Could also ask a question along this line during oral board exam as well. Demonstrable research skills. Ability to question things. Not being afraid to ask difficult questions, being comfortable not agreeing with something everyone else is agreeing with. Ability to generate reports, a job history where they have demonstrated ability to create and write up reports. Some level of leadership or supervision responsibility experience. Can issuing subpoenas be something they learn on the job?

Could any of these be learned on the job? Yes No
Please list.

Educational Requirements

Based on the listed skills, are there any minimum education requirements? Yes No
If so, what are they?

INDEPENDENT POLICE MONITOR

CLASS DESCRIPTION

General Responsibilities:

The Independent Police Monitor (IM) will provide professional, managerial, administrative, and auditing work to oversee the Madison Police Department's (MPD) compliance with internal policies and procedures, ensuring those policies and procedures align with research-based best practices and applicable State and Federal law. The IM will review use of force incidents, oversee the processing of citizen complaints, and ensure independent review of police operations.

Under the direction of the MPD Civilian Oversight Board (COB), the IM will have full and unfettered access to all police data to examine systemic patterns in police conduct, complaints, and critical incidents. The IM will have authority to review operations to make data-driven recommendations to the MPD Chief regarding policy changes and disciplinary actions. The IM will also review citizen complaints and engage in community outreach.

The IM will be expected to exercise discretion in review of internal operations, shall maintain complete confidentiality of information unless disclosure is authorized within City guidelines, and is required to execute the responsibilities of the position.

The IM will establish and lead the operations of the Office of the Independent Police Monitor (OIM). They will set the office's operational philosophy and develop and maintain standard operating procedures to ensure all matters are handled in a thorough, objective, fair, and impartial manner. The responsibilities of this role will require process oversight and providing best practice advice to the Chief, Mayor, and any relevant City committees. The responsibilities of this role do not involve direct oversight of MPD, which is within the designated authority of the Mayor, Council, or Chief of Police.

Examples of Duties and Responsibilities:

Monitor MPD's compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board

Monitor MPD's implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee

Conduct audits of police data, and review internal MPD audits of Department programs and activities

Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council

Provide input to the COB for its annual review of the MPD and the Chief of Police

Recommend changes to MPD's policies, practices, and training

Oversee a process for receiving and investigating complaints regarding MPD and make recommendations for changes as appropriate. Make reports or recommendations to the Chief of Police regarding possible administrative actions, including discipline processes

Develop a process for independently receiving complaints from community members about MPD, the Chief of Police, or any personnel; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through to its completion

Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate

Determine arguable merit of potential complaints from aggrieved individuals and provide them with a list of vetted attorneys so they may receive representation in presenting and litigating complaints against MPD personnel with the PFC

Monitor MPD training and trends in the occurrence of use of force incidents and MPD investigations of such events

Monitor on-going internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.

Determine whether the complaint warrants an outside investigator's appointment to conduct an independent investigation and if so, make that appointment

Provide an annual report to the Mayor and Common Council that includes the following:

- Narrative of the work of the OIM
- Identified trends regarding complaints, investigations, and discipline in MPD
- Recommendations regarding the sufficiency of investigations and appropriateness of disciplinary actions, if any
- Recommendations of any needed changes in MPD's policies, practices, and training
- Assessment of the MPD's progress in complying with its own SOPs, governing laws, and lawful orders from the Mayor or Common Council, and in implementing the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee

Maintain an ongoing status report, to be available upon request, which includes but is not limited to, patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any

Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers

In cooperation with the COB, direct community outreach efforts to gain information on community perspectives regarding MPD. This includes talking with the community about police policies, procedures or training, gathering input from a range of community members and groups, reaching out to special underserved/marginalized communities, and publicizing processes for handling complaints

Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level

Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability

Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff

Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out

Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance

Serve as Executive Secretary to the COB

Make arrangements for ongoing training of COB members

Perform related work as required

MINIMUM QUALIFICATIONS

Training and Experience:

Generally, positions in this classification will require:

Education

A Bachelor's degree in criminal justice, criminology, public administration, public policy, sociology, or a closely related field is required. A Master's degree or a Juris Doctor degree is preferred. Include people with Associate's degree and x amount of years of experience.

Experience

- Leadership experience in the field of public or private administration or in the practice of law.
- Six years of full-time equivalent verifiable professional experience in complex investigations, preferably in the criminal justice or civil rights arena.
- Strong track record of experience with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- An ideal candidate would have specific expertise in police monitoring, civilian oversight administration, and procedural justice.

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten years prior to appointment.

Other combinations of training and/or experience, which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

Commitment to racial equity

A commitment to racial equity and an understanding of oppression and institutional racism is essential. The preferred candidate has an understanding of racial inequalities specifically in the criminal justice system and brings prior experience successfully working with multicultural communities. Also demonstrates knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

Specific training and experience requirements will be established at the time of recruitment.

Knowledge, Skills and Abilities:

Knowledge

The ideal candidate will have knowledge of the following:

- General legal principles
- Civil rights
- Social problems, community attitudes, organizations and cultures
- Independent, objective analytical investigation methods and approaches
- Principles, practices, and methods of data and legal research and analysis
- Advanced methods and techniques of administrative investigations
- Methods and procedures for preserving and presenting evidence
- Federal, State and local laws, codes and regulations
- Internal principles and practices of law enforcement including:
 - o responsibilities, functions, policies, and procedures of local law enforcement
 - o research-based best-practices for policing
 - o theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review
 - o techniques of law enforcement training, instruction, and evaluation of work performance
- Public safety emergency operations and procedures
- Principles and practices of policy development and administration
- Principles and practices of program administration, including appropriate reports and metrics
- Principles and practices of supervision, personnel management and training
- Principles and practices of budget preparation and administration
- Principles of inter-group and interpersonal communication

Competencies

The ideal candidate will have the following competencies:

Analytical Reasoning

- Can identify rules, principles, or relationships that explain facts, data, or other information
- Can analyze information and makes correct inferences or draws accurate conclusions
- Can analyze and assess policies and operational needs and making appropriate recommendations
- Can identify, address, and respond to sensitive community and organizational issues, concerns and needs

Conflict Management




- Manage and resolve conflicts, grievance, confrontations, or disagreements in a constructive manner to minimize negative personal impact
- Exercise sound judgment, independence, fairness, and objectivity in an environment where controversy is common

- Ability to show empathy and compassion in difficult and stressful situations



Influencing/Negotiating

- Persuade others to accept recommendations, cooperate, or change their behavior
- Work with others towards an agreement
- Negotiate to find mutually acceptable solutions

Interpersonal Skills

-  Relate well to, and have a demonstrated understanding of, people from varied backgrounds, cultures, age groups, genders and different life circumstances
-  Ability to develop and maintain effective working relationships with staff, agency managers and employees, elected officials, the media, and the general public
- Ability to deal tactfully and firmly with potentially hostile individuals
- Ability to compose, review, edit, and issue written materials for diverse audiences
- Ability to communicate purpose in a succinct and organized manner  that is appropriate for context, time, and place
- Ability to interpret and explain complex laws, ordinances, enforcement principles and practices, regulations, policies, and procedures

Administrative Skills

- Develop and administer program goals, objectives, budgets and procedures
-  Select, supervise, train and evaluate staff
- Be highly organized and multi-task on projects simultaneously
- Outline, coordinate and conduct investigations and associated activities
- Develop and make presentations to large groups
-  Conduct research and prepare written narrative and statistical reports
- Work independently and maintain adequate attendance
- Team player who can take direction from and offer thoughtful input to the COB

Necessary Special Qualifications:

- Possession of a driver's license or the ability to obtain one prior to the date of hire.
- This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The incumbent must be available to attend evening meetings of committees, boards, and public hearings.
- This position will work under the terms of a five-year employment contract. One condition of the contract will require the incumbent to establish residency within the City of Madison in a defined timeframe

Ability to meet the transportation requirements of the position.

Physical Requirements:

The incumbent will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

Department/Division	Comp. Group	Range
Office of Independent Monitor	21	18

Approved:

Harper Donahue, IV Date
Human Resources Director

1.

Description Language:

General Responsibilities:

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HR Notes: Direction of and supervision by the COB

Taskforce Recommendations:

2.

Description Language:

Examples of Duties and Responsibilities:

- Monitor MPD's compliance with City and police policies and Standard Operating Procedures (SOPs), governing laws, and lawful orders from the Common Council, Mayor, and Civilian Oversight Board
- Monitor MPD's implementation of the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee
- Conduct audits of police data, and review internal MPD audits of Department programs and activities
- Address any matters of concern to the community, board members, the Chief of Police, and other MPD personnel, the Mayor, or the Common Council
- Provide input to the COB for its annual review of the MPD and the Chief of Police
- Recommend changes to MPD's policies, practices, and training
- Oversee a process for receiving and investigating complaints regarding MPD and make recommendations for changes as appropriate. Make reports or recommendations to the Chief of Police regarding possible administrative actions, including discipline processes
- Develop a process for independently receiving complaints from community members about MPD, the Chief of Police, or any personnel; forward such complaints to MPD, MPD Professional Standards and Internal Affairs (PSIA), or the Police and Fire Commission as appropriate, and monitor the subsequent investigation through to its completion
- Refer aggrieved parties to the PSIA or PFC for the initiation of a complaint when appropriate
- Determine arguable merit of potential complaints from aggrieved individuals and provide them with a list of vetted attorneys so they may receive representation in presenting and litigating complaints against MPD personnel with the PFC
- Monitor MPD training and trends in the occurrence of use of force incidents and MPD investigations of such events
- Monitor on-going internal investigations of possible misconduct to ensure investigations are thorough, fair, and objective.

- Determine whether the complaint warrants an outside investigator's appointment to conduct an independent investigation and if so, make that appointment
- Provide an annual report to the Mayor and Common Council that includes the following:
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 - Recommendations regarding the sufficiency of investigations and appropriateness of disciplinary actions, if any
 - Recommendations of any needed changes in MPD's policies, practices, and training
 - Assessment of the MPD's progress in complying with its own SOPs, governing laws, and lawful orders from the Mayor or Common Council, and in implementing the recommendations of the MPD Policy & Procedure Review Ad Hoc Committee
- Maintain an ongoing status report, to be available upon request, which includes but is not limited to, patterns relating to complaints and recommendations regarding the sufficiency of investigations, determinations as to whether department rules and policies have been violated, and the appropriateness of disciplinary sanctions, if any
- Maintain confidentiality of information as required, including records relating to the investigation and discipline of officers
- In cooperation with the COB, direct community outreach efforts to gain information on community perspectives regarding MPD. This includes talking with the community about police policies, procedures or training, gathering input from a range of community members and groups, reaching out to special underserved/marginalized communities, and publicizing processes for handling complaints
- Oversee all aspects of the OIM, including planning and organizing work and resources to ensure the highest possible service level
- Analyze and modify organizational structures and workflow to improve efficiency, creativity, and accountability
- Supervise, plan, organize, coordinate, assign, and evaluate the work of OIM staff
- Establish and implement operational policies, goals, and objectives for the office within guidelines provided by the COB and assure operations are carried out

- Facilitate and lead the hiring, coaching, training, engagement, and development of OIM staff to allow staff to reach maximum potential and performance
- Serve as Executive Secretary to the COB
- Make arrangements for ongoing training of COB members
- Perform related work as required

HR Notes: The items in this section can be grouped together by similar type work.

MGO 5.19:

- Monitor Policy Compliance .
- Monitor Activities and Conduct Independent Investigations
- Make Recommendations to Chief of Police
- Make Referrals to the Police and Fire Commission
- Appoint Counsel for Aggrieved Individuals
- Other Monitoring Requested by the Board
- Make Policy Recommendations
- Assist in Board's Annual Review of the Chief of Police
- Process Complaints
- Conduct Community Outreach
- Staff Police Civilian Oversight Board
- Hire OIM Staff and Engage Independent Contractors
- Access MPD Records
- Issue Subpoenas
- Develop and Issue Reports and Policy Recommendations
- Retain Independent Legal Counsel
- Issue Public Reports
- Confidentiality

Taskforce Recommendations:

3.

Transferrable Skills-Taskforce Recommendations based on Equitable Hiring Tool:

- Add section regarding transferrable skills and various forms of employment-or does this go into the job ad?

4.

Description Language:

Education

A Bachelor's degree in criminal justice, criminology, public administration, public policy, sociology, or a closely related field is required. A Master's degree or a Juris Doctor degree is preferred.

HR Notes:

We usually list the minimum qualifications in this section, not preferred qualifications, but sometimes having a Master's degree will offset some years of required experience (see other example I provided).

Taskforce Recommendations:

An Associate's degree and **x** years of experience may be substituted for the Bachelor's degree.

5.

Description Language:

Experience

- Leadership experience in the field of public or private administration or in the practice of law.
- Six years of full-time equivalent verifiable professional experience in complex investigations, preferably in the criminal justice or civil rights arena.
- Experience working with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- An ideal candidate would have specific expertise in police monitoring, civilian oversight administration, and procedural justice.

MGO 5.19: “The Monitor shall be a person with extensive knowledge of civilian oversight of policing, “best practices” in policing, civil rights, and equity.”

HR Notes: Remove “an idea; candidate...” and put into job ad, if desired. HR not sure how to assess “strong track record” when assessing for minimum qualifications.

Taskforce Recommendations:

- Strong track record of experience with individuals of diverse ethnic, cultural and socio-economic backgrounds.
- Add section regarding transferrable skills and various forms of employment-or does this go into the job ad?

6.

Description Language:

No prior employment or familial relationships with the City of Madison Police Department or individual City of Madison Police Officers, and the candidate may not have worked as a law enforcement officer in the State of Wisconsin for at least ten years prior to appointment.

MGO 5.19: The Monitor shall have never been employed by the MPD, be an immediate family member of current or former MPD employees, or worked as a law enforcement officer within the State of Wisconsin in the ten (10) years prior to appointment as Monitor. For purposes of this Ordinance "immediate family" means an individual's spouse or designated family or registered domestic partner or an individual's relative by marriage, lineal descent or adoption.

HR Notes: Move to Necessary Special Qualifications section.

Taskforce Recommendations:

7.

Description Language:

Other combinations of training and/or experience, which can be demonstrated to result in the possession of the knowledge, skills, and abilities necessary to perform the duties of this position will also be considered.

HR Notes: None

Taskforce Recommendations:

8.

Description Language:

Commitment to racial equity

A commitment to racial equity and an understanding of oppression and institutional racism is essential. The preferred candidate has an understanding of racial inequalities specifically in the criminal justice system and brings prior experience successfully working with multicultural communities. Also demonstrates knowledge of social injustices and will quickly understand the community's attitude towards the organization and historical and contemporary race relations.

Specific training and experience requirements will be established at the time of recruitment.

HR Notes: None

Taskforce Recommendations:

9.

Description Language:

Knowledge

The ideal candidate will have knowledge of the following:

- General legal principles
- Civil rights
- Social problems, community attitudes, organizations and cultures
- Independent, objective analytical investigation methods and approaches
- Principles, practices, and methods of data and legal research and analysis
- Advanced methods and techniques of administrative investigations
- Methods and procedures for preserving and presenting evidence
- Federal, State and local laws, codes and regulations
- Internal principles and practices of law enforcement including:
 - o responsibilities, functions, policies, and procedures of local law enforcement
 - o research-based best-practices for policing
 - o theory, principles, practices, and techniques in the conduct of internal law enforcement complaint investigation and review
 - o techniques of law enforcement training, instruction, and evaluation of work performance
- Public safety emergency operations and procedures
- Principles and practices of policy development and administration
- Principles and practices of program administration, including appropriate reports and metrics
- Principles and practices of supervision, personnel management and training
- Principles and practices of budget preparation and administration
- Principles of inter-group and interpersonal communication

HR Notes:

There is a lot in this section and it needs to be written as Thorough Knowledge, Working Knowledge or simply Knowledge (see other example I provided). There are also some standard KSAs that we include in class specs, such as: Ability to work effectively with multicultural populations. Ability to work independently and to maintain adequate attendance.

Taskforce Recommendations:

10.

Description Language:

Competencies

The ideal candidate will have the following competencies:

Analytical Reasoning

- Can identify rules, principles, or relationships that explain facts, data, or other information
- Can analyze information and makes correct inferences or draws accurate conclusions
- Can analyze and assess policies and operational needs and making appropriate recommendations
- Can identify, address, and respond to sensitive community and organizational issues, concerns and needs

HR Notes: None

Taskforce Recommendations:

10.

Description Language:

Influencing/Negotiating

- Persuade others to accept recommendations, cooperate, or change their behavior
- Work with others towards an agreement
- Negotiate to find mutually acceptable solutions

HR Notes: None

Taskforce Recommendations:

11.

Description Language:

Interpersonal Skills

- Show understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others
- Relate well to people from varied backgrounds, cultures, age groups, genders and different life circumstances
- Ability to develop and maintain effective working relationships with staff, agency managers and employees, elected officials, the media, and the general public
- Ability to deal tactfully and firmly with potentially hostile individuals

HR Notes: None

Taskforce Recommendations:

- Remove first point
- Add “and have a demonstrated understanding of” in the second point.

12.

Description Language:

Written Communication

- Ability to compose, review, edit, and issue written materials for diverse audiences
- Ability to communicate purpose in a succinct and organized manner that is appropriate for context, time, and place
- Ability to interpret and explain complex laws, ordinances, enforcement principles and practices, regulations, policies, and procedures

HR Notes: None

Taskforce Recommendations:

13.

Description Language:

Administrative Skills

- Develop and administer program goals, objectives, budgets and procedures
- Select, supervise, train and evaluate staff
- Be highly organized and multi-task on projects simultaneously
- Outline, coordinate and conduct investigations and associated activities
- Develop and make presentations to large groups
- Conduct research and prepare written narrative and statistical reports
- Work independently and maintain adequate attendance
- Team player who can take direction from and offer thoughtful input to the COB

HR Notes: None

Taskforce Recommendations:

14.

Description Language:

Necessary Special Qualifications:

- Possession of a driver's license or the ability to obtain one prior to the date of hire.
- This position works directly with elected officials, city managers, and other city staff and functions in an environment of sensitivity and political issues. The incumbent must be available to attend evening meetings of committees, boards, and public hearings.
- This position will work under the terms of a five-year employment contract. One condition of the contract will require the incumbent to establish residency within the City of Madison in a defined timeframe
- Ability to meet the transportation requirements of the position.

HR Notes: If license is required, we don't also list "ability to meet transportation requirements".

Taskforce Recommendations:

15.

Description Language:

Physical Requirements:

The incumbent will be expected to travel throughout the City to meet with community members and perform outreach. Otherwise, work is performed in an office environment using standard office equipment such as a computer, telephone, and copier.

HR Notes: None

Taskforce Recommendations:

EQUITABLE HIRING TOOL 2.0



Racial Equity
& Social Justice Initiative



Equitable Hiring Tool

When should this tool be used?

Early! Use this tool early in the hiring process so your team has plenty of time to make changes - to the position description, minimum qualifications, exam, recruitment tools, etc. Suggestions:

- **Annually** - to update positions.
- When a retirement or other separation is announced - **before** they leave, so you can get their input
- To review a vacant position **prior** to posting
- **Any time you plan to fill a position** and it hasn't been reviewed with the Equitable Hiring Tool, or if it's been **more than 1 year since** you've used this tool to review the specific position.

The job position does not need to be red-flagged in order for you to use this tool!

Process Steps:

- 1) **DECIDE** to review a position with the Equitable Hiring Tool, using the suggestions above. It's never a bad idea to review a job position with this tool.
- 2) **RECRUIT** a diverse team to help you apply the tool. This could include: your agency's Civil Rights Coordinator, HR Analyst, the hiring manager for the position, and one or more people from **outside your agency** – an employee of another City agency, or, with appropriate permission, someone from another unit of government, the private sector, a member of a City board, committee or commission, or a community member/resident.

Make sure your team is diverse in these ways:

- Gender diversity
- Racial diversity
- Departmental diversity (one or more people from outside your agency)
- Organizational diversity (people with different work experience or authority)

For help and ideas, consult with a variety of people and groups such as DCR, the Multicultural Affairs Committee (MAC), Women's Initiatives Committee (WIC), Latinx Community Engagement Team (LCET), Neighborhood Resource Teams (NRT) and other community partners.

- 3) **SCHEDULE** meetings for the team to apply the tool and **PROVIDE THIS INFORMATION:**
 - A copy of the department's Equitable Workforce Plan (AA plan)
 - Industry-wide demographics
 - Department and unit demographics
 - NEOGOV data from a prior recruitment
 - Agency/unit strategic plan for hiring
 - A blank copy of the Equitable Hiring Tool *(See page 2 of the tool for where to find this data.)

Team members should NOT look at the position description prior to completing Part B of the Hiring tool so they are not unduly influenced by what was in the PD in the past.

- 4) **SCHEDULE OTHER MEETINGS** if needed. You might use a separate team to develop questions and benchmarks or an exam. **Make sure those teams are diverse too.**
- 5) **IMPLEMENT** the improvements. For example, update job description, make sure job is posted all the places you decided to advertise, etc. **Work with your HR analyst and CRC for help.**
- 6) **FOLLOW UP.** Consider a follow up meeting with appropriate staff to discuss lessons learned. This could positively influence how others make changes to their positions & hiring process.



Racial Equity and Social Justice Initiative Equitable Hiring Tool

INTRODUCTION

Hiring Managers and the City of Madison understand that hiring typically involves many steps, with prep work that includes:

- Updated position descriptions
- Relationship building
- Understanding department and society dynamics
- Benchmarking

The Equitable Hire Tool is a checklist and guide to ensure each hiring decision for the City of Madison is as equitable as possible. This can be achieved through relationships between the hiring department, Human Resources, Civil Rights, and community members within the specific field that are built and sustained over time.

It is imperative this tool be used with a group of people from diverse backgrounds. This may include a combination of people of different genders, persons of color, differently abled people, people from within and external to the agency, and numerous other groupings. In addition, departments should continually be building relationships with community members from diverse backgrounds for ongoing recruitment efforts. Some examples are Neighborhood Resource Teams, Urban League, the job center, technical colleges, various outreach events (through non-profits and community organizations) and advertising in a variety of professional and community publications both online and in print.

The Hiring Manager/Department initiates and serves as the hiring authority for the position. The HR Analyst can provide expertise and information about the hiring process and prior recruitments. The department supervisor or manager in charge of the hire makes decisions related to the hire in consultation with others in the department, gathers an appropriate group to work on the hire, decides on a balanced interview panel and puts together interview questions and benchmarks. Assistance with these tasks is available from Human Resources, the Department of Civil Rights, and the department's Civil Rights Coordinator. The Equitable Hiring Tool asks questions to help ensure racial equity and social justice principles have been incorporated into the hiring process and potential barriers have been removed.

It is essential to understand why you have involved the people helping you to use this tool and how they further your equitable hiring goals. The notes and completed Equitable Hiring Tool from this process should be kept by the Department's Civil Rights Coordinator for reporting purposes.

A. INFORMATION ABOUT THIS EQUITABLE HIRING TOOL USAGE

Hiring Manager: Police Civilian Oversight Board _____ Date: __

HR Analyst: Julie Trimbell

Was your Civil Rights Coordinator involved? Yes No

Name: N/A

Job Title Being Reviewed: Independent Police Monitor

People involved in analyzing this position with the Equitable Hiring Tool:

NAME	JOB TITLE OR GROUP BEING REPRESENTED
Ankita Bharadwaj	Police Civilian Oversight Board
Ananda Deacon	Police Civilian Oversight Board
Anthony Cooper	Police Civilian Oversight Board
Yesenia Villalpando-Torres	Police Civilian Oversight Board
Tariq Saqqaf	Department of Civil Rights Equity Coordinator

Department and HR Knowledge

This information can be found in your department’s equitable workforce plan. If you need further assistance understanding this data, first contact your agency’s [Civil Rights Coordinator](#), then your assigned HR Analyst and/or the Affirmative Action Specialist.

Information to Review before Using this Tool

- Review Department’s [Equitable Workforce Plan](#)
- Review industry-wide demographics. Check with professional industry organizations or peer organizations
- Review [department demographics](#)
- Review [unit or division demographics](#)
- NEOGOV Data from prior recruitment (Obtain from HR Analyst)
- Strategic Planning for future hiring needs in the agency (Review strategic plan)

Record information you considered from above here:

N/A

Building Relationships: Relationships are a key to recruitment and retention.

How have you or how do you plan to build relationships with Civil Rights, Human Resources, Leaders/ Members from diverse communities?

DCR and HR are part of the process

Did you complete all the tasks in this section?
If not, why not and what is your plan to address these?

Yes No

B. POSITION DESCRIPTION UPDATING

You should work on updating the position description as soon as you get notice that the incumbent is leaving or on a regular basis to update. Before looking at the current position description, complete this portion of the tool so that you aren't overly influenced by what has been in the PD in the past.

Basic Skills

Basic Skills: adaptability, creativity, innovation, ability to have the conviction to carry out what is envisioned in the ordinance, stand up for the process, also diplomatic skills, interpersonal skills, build credibility with MPD, City officials, community members, self-reliance, develop and maintain relationships, understand and interrupt systems, proven track record of ability to navigate systems (institutions and community), ability to identify and connect and solve problems in community, demonstrated love for their community, empathy, some baseline analytical and investigative skills going into position, Direct community outreach and ability to build rapport. Outreach to residents, not only community leaders.

Ananda Deacon's notes on basic skills: Analytical Reasoning, Conflict Management, Influencing/Negotiating, Interpersonal Skills, Written Communication, Administrative Skills

Transferrable Skills

Often when we want to fill a position, we look for someone who had that position or a very similar position with another employer. However, candidates could have gained the skills we are looking for from different positions and, in addition, bring new perspectives to our agencies. For example, if you are hiring a call center supervisor, someone who supervised employees providing front line customer service in a retail environment, but not in a call center, might also be a potential fit for the position.

What are some transferrable skills that would qualify a candidate for this job even if they haven't worked in this field or position before?

Background in community organizing and/or direct community outreach to residents as well as community leaders. Any position that requires them to have their own filing system (ie for complaints etc), maybe like guidance counselor, sort through needs and act on needs. Other positions where a person has had to do some type of investigation. Office management skills-some form of leadership experience, ex. Co-chair of committee. Managerial-managing a team or staff members, doesn't have to be department head. Project team lead. Experience with drafting formal investigative reports. Capability to try to find a process that will help them create a process to do IM investigations-capability to research and create a process. Ability to organize and create spreadsheets and develop a tracking system. Process to track information. Broaden beyond attorneys. Collaborative learning. Community organizers do investigative work when figuring out which bills are being released, research skills. Navigating different systems-community organizers may do this, social workers do this. Teachers and principals who need to do a form of due process, who are the parties involved, what happened. Background in advocating for a position, putting forward a position that goes against the status quo, experience challenging systems. Research outside of researching case law or presenting an argument in court. Auditing, asset protection in retail setting is doing investigations, teachers, principal. Experience responding to crises. Knows how to speak to different parties involved if needed. Experience/background crafting moving speeches. Strong speaking and/or writing abilities. Persuasive communication skills, such as preacher, educator. Would oratory act as a hurdle for people for whom English is not their first language? Communicative piece, ability to speak their mind effectively even if they need to prepare ahead of time. Important to need to be able to communicate effectively to their staff and to the Board. What about accessibility to people with autism? How to make more accessible in general while also not compromising on needed skillset? Keep in mind for when things get phrased in final version. Communicate effectively findings, in interviews. Person will need to fulfill essential functions, write the job to let people know exactly what is needed. City has an accommodation process

that we can work through. What about bilingual skills? Important that IM can seek out people who speak a number of languages and work with them. Someone who knows which interpreters to contact to do this job correctly. Making sure that residents know how they can access the Office regardless of what language they speak. We should have a translator line available. City does use translation services, will be available to this person. Attention to details, detail oriented. Ex. Event planning. Knowledge of computer programs/software. Tracking or records system. Microsoft Office Suite. City provides training.

Minimum Qualifications

Based on the listed skills, are there any minimum qualifications? Yes No
If so, what are they?

Ability to do relationship-building with residents and MPD, to have this already. Community outreach. Critical thinking skills. Ability to think on one's feet. Some kind of investigative training for a baseline. Can be assessed as part of the examination process. Response to essay question related to relationships and how they have built them or worked in that kind of environment. Could also ask a question along this line during oral board exam as well. Demonstrable research skills. Ability to question things. Not being afraid to ask difficult questions, being comfortable not agreeing with something everyone else is agreeing with. Ability to generate reports, a job history where they have demonstrated ability to create and write up reports. Some level of leadership or supervision responsibility experience. Can issuing subpoenas be something they learn on the job?

Could any of these be learned on the job? Yes No
Please list.

Educational Requirements

Based on the listed skills, are there any minimum education requirements? Yes No
If so, what are they?

Who might be negatively impacted by these education requirements? What will you do to mitigate the impact?

Are there any potential unintended effects caused by these education requirements? What will you do to mitigate them?

Experience Requirements

Based on the listed skills, are there any minimum experience requirements? Yes No
If so, what are they?

Who might be negatively impacted by these experience requirements and what you will do to mitigate the impact?

Are there any potential unintended effects caused by these experience requirements and what you will do to mitigate them?

Physical Requirements

List the physical requirements, including examples of the work performed that justify these requirements.

Can these requirements be accommodated? Does everyone working in the position need to meet these requirements?

Who might be negatively impacted by these physical requirements and what you will do to mitigate the impact?

Are there any potential unintended effects caused by these physical requirements and what you will do to mitigate them?

Travel Requirements

Does this position require a person to travel? If so, does the person need to have a driver's license to do this or do they have the ability to arrange their travel through other means? Remember that requiring a driver's license has been shown to have an increased negative impact on people of color.

Who might be negatively impacted by this requirement and what you will do to mitigate the impact?

Are there any potential unintended effects caused by this requirement and what you will do to mitigate them?

Updating the Position Description

On what date was this position description last updated?

Has it ever been updated using this Equitable Hiring Tool? Yes No
If yes, on what date? _____

Update the existing position description using the information you have listed in Section B. Include language about working with multicultural communities. Find samples in [Appendix A](#).

To consider when drafting knowledge, skills and abilities in the position description:

- The term "knowledge" indicates basic familiarity with a concept
- The term "working knowledge" indicates 2 years' experience in applying this concept on the job
- The term "thorough knowledge" indicates 4 years' experience in applying the concept on the job such that a person could teach it to others

Did you complete all the tasks in this section? Yes No
If not, why not and what is your plan to address these?

E. RECRUITMENT AND ADVERTISING

Posting Internal/External

Should this position be posted internal to city employees only, or should it be open and competitive? What is the rationale behind this decision and does it minimize negative impacts and unintended consequences for marginalized and underrepresented groups?

If posting the job in this way leads to unintended outcomes for a group that is already [underrepresented](#) in your department, discuss why you want to post it this way and consider your decision.

Advertising the Position

How do you plan to target outreach to underrepresented groups with this job posting?

Where do you plan to post the advertisement of this position? (list all sites below)

Please consult with your HR Analyst or the Affirmative Action Specialist for sources to advertise to underrepresented demographics. Remember that authentic relationships are the best form of advertising.

Did you complete all the tasks in this section? Yes No
If not, why not and what is your plan to address these?

C. TESTING

If you are not testing:
Check box and skip to Section D. NOT Using Testing

Exams

What competencies or skills does this position need to have to be successful? Include a copy of the exam for reference.

When was the exam last reviewed for relevancy? Date: _____

List examples of competencies you are testing with this exam.

Do the questions match with what is expected in the job and are they up to date with current practices in the industry?
If no, explain how/why below.

Yes No

Appropriateness of Exam

Does this job require the applicant to sit at a desk or perform reading/writing as part of their duties? If not, an essay or computerized exam is not recommended. Talk to your HR Analyst for other options. Perhaps a multiple choice exam or comparative evaluation (click for definition) is more appropriate.

Yes No

Number of Questions?

Are you able to reduce the number of questions and still get the information you need?

Language

If a candidate demonstrates their ability to speak English outside of the exam process (such as through the interview) and meet safety standards in English, can you offer the exam in another language? [Talk to the Language Access Coordinator for assistance, including which languages we will offer.](#)

Computerized Testing

Will the employee use Microsoft Office (Word, Excel, Powerpoint, Outlook) products or computers in general on the job on a regular basis?

Yes No

If yes, list which software(s) should be tested prior to interview.

List other related software required to perform the duties of this position (Tyler/MUNIS, Accela, Legistar, etc).

Is it possible for candidates to learn some of these programs on the job instead of having it tested beforehand?

Yes No

Or can experience be fleshed out at the time of interview?

Yes No

Please explain.

Consequences and Impacts of Testing Requirements

Who might be negatively impacted by these testing requirements and what you will do to mitigate the impact?

Can tests be offered at multiple times including during the day and evening?

Comparative Evaluation and Random Selection

Comparative Evaluation is a tool where candidates who meet the minimum qualifications are then compared to each other to determine the “most qualified” candidates to move forward in the process. Normally, the hiring agency sets out criteria in advance to assist the HR analyst in identifying the criteria to evaluate and the associated weights.

If you plan to use comparative evaluation, explore how that might negatively impact some candidates and list what you would do to mitigate those impacts.

Random Selection may be used either in place of an exam or to determine who moves forward to the next step of the process. By definition, the use of random selection should preserve the diversity of the initial pool because all candidates have the same chance of moving forward.

If you expect a large applicant pool for the position, you might want to explore using Comparative Evaluation or Random Selection if you don't use testing or in order to narrow the pool of people invited to test.

Can you assess candidates at the time of interview with a short exercise or assessment? (Check with HR Analyst to determine appropriateness of assessment)

Who might be negatively impacted by these testing requirements or preferences and what you will do to mitigate them?

Are there any potential unintended effects caused by these testing requirements?
If so, what will you do to mitigate them?

Yes No

Did you complete all the tasks in this section?
If not, why not and what is your plan to address these?

Yes No

D. SUPPLEMENTAL ESSAY QUESTIONS

If you are not using supplemental essay questions:
Check box and skip to Section E.

NOT Using Supplemental Questions

Appropriateness of Supplemental Essay Questions

Does this job require the applicant to write well as a part of their job duties? If not, supplemental essay questions may not be recommended, (unless grammar and other writing skills will not be considered.)

Have you included a supplemental question about racial equity and social justice that is meaningful to the work of the position? Make sure to include this in supplemental questions and/or interview questions and give it equal weight to other considerations. See [Appendix B](#) for examples. If you need additional help, please consult your Civil Rights Coordinator or RESJI Team member.

Who might be negatively impacted by a supplemental essay question requirement and what you will do to mitigate the impact?

Are there any potential unintended effects cause by a supplemental essay question requirement and what you will do to mitigate them?

Have you worked with your HR Analyst to set up benchmarks for supplemental essay questions?
If you've answered No, make sure to do so.

Yes No

Review of Supplemental Essay Questions

Diverse involvement throughout the hiring process is essential. Organizing a panel of diverse members to review supplemental essay questions will create a more equitable hiring process.

Who will be on the panel to review supplemental questions? Does it include a diverse panel? List ideas for panel members (a member may check more than one box). *Does your panel include: Gender diversity? Racial diversity? Departmental diversity (someone outside of your department)? Organizational diversity (people with different work experience)?*

- Resources to help get a balanced supplemental essay questions review team:
 - Your HR Analyst
 - DCR Affirmative Action Specialist
 - Multicultural Affairs Committee (MAC)
 - Women’s Initiatives Committee (WIC)
 - Latinx Community Engagement Team (LCET)
 - DCR Interview Panel Referrals [when available]
 - Neighborhood Resources Teams
 - Community Partners
 - Boards and other Committee Members

Did you complete all the tasks in this section? Yes No
If not, why not and what is your plan to address these?

F. INTERVIEW QUESTIONS AND BENCHMARK DEVELOPMENT

Interview Questions

In developing your interview questions, consider what skills you are looking for that you didn’t find out about through the application and any testing you might have used. Make sure you are using behavioral interview questions.

See [Appendix C](#) for sample interview questions. Choose at least one of these or customize your current questions to assure that all new employees demonstrate their capacity and willingness toward working with multicultural communities and workplace teams. These questions should be benchmarked and scored at the same level of importance as the other questions being asked. What interview question(s) will you use to accomplish this?

Benchmarks

Diverse involvement throughout the hiring process is essential. Organizing a diverse team to set up benchmarks will create a more equitable hiring process.

Work with your HR Analyst and a diverse team to set up benchmarks for interview questions. List ideas for team members (a member may check more than one box.) *Does your team include: Gender diversity?*

Racial diversity? Departmental diversity (someone outside of your department)? Organizational diversity (people with different work experience)?

- Resources to help get a balanced team:
 - Your HR Analyst
 - DCR Affirmative Action Specialist
 - Multicultural Affairs Committee (MAC)
 - Women’s Initiatives Committee (WIC)
 - Latinx Community Engagement Team (LCET)
 - DCR Interview Panel Referrals [when available]
 - Neighborhood Resources Teams
 - Community Partners
 - Boards and other Committee Members

Did you complete all the tasks in this section? Yes No
If not, why not and what is your plan to address these?

G. CONDUCTING INTERVIEWS AND MAKING A SELECTION

Interview Panels

Diverse involvement throughout the hiring process is essential. Organizing a panel of diverse team to interview candidates will create a more equitable hiring process.

Assure that your interview panel, like the teams you have put together up to this point in reviewing the position description, exam, supplemental questions, interview questions and benchmarks, is diverse.

Does your panel include:

- Gender diversity?
- Racial diversity?
- Departmental diversity (someone outside of your department)?
- Organizational diversity (people with different work experience)?

Who is on your team?

Did you complete all the tasks in this section? Yes No
If not, why not and what is your plan to address these?

Appendix A – Position Description Language

Mandatory Language: The City of Madison is dedicated to eliminating racial inequities. Successful candidates will demonstrate the ability to successfully work with multicultural communities.

Other Examples:

- Ability to consider different viewpoints.
- Ability to develop and maintain working relationships with diverse coworkers, community members, customers, etc.

Appendix B – Sample Supplemental Questions

Sample A: The goal of reducing racial disparities that exist in our community is a high priority for the City of Madison. The City of Madison, including [department], will play vital roles in helping to reduce disparities and create equal outcomes for everyone.

In your experience, what concepts are important to consider when approaching work that will impact diverse populations and low income communities? What specific experiences have you had that might prepare you for such work?

Sample B: The [position name] will interact and collaborate with a diverse group of individuals and organizations. Such individuals and organizations may include youth, parents, low-income residents, school personnel, non-profit representatives, City staff and elected officials. Please describe one or more situations which required you to work collaboratively with a diverse group on a community project or issue. Include details of your role in planning, implementing and evaluating the initiative(s). (Maximum 2 Pages)

Sample C: The [position title] will interact with a diverse group of individuals to solve problems. These groups and individuals may include City staff, neighborhood residents, property owners, social service agencies, and other stakeholders. Please describe one or more situations in which you have led and worked with a diverse group to resolve a difficult problem. Describe the approach you used, the principles that guided you, and the ultimate outcome.

Appendix C – Sample Interview Questions

Sample A: Why do you value racial equity and social justice? What work have you done that demonstrates this? Provide an example of how your life and/or professional career has embodied racial equity and social justice.

Sample B: The City of Madison and [department name] is dedicated to the Racial Equity and Social Justice Initiative, in which we examine our day to day operations and impacts with the goal of creating a fair and just community so everyone can have equal outcomes. What educational, volunteer, and life experiences demonstrate your ability to contribute to the City of Madison's goal of achieving racial equity and social justice?

Sample C: Why should [department name] consider racial equity and social justice in its day to day operations? What are some strategies that [department name] could implement to help to reduce race and other disparities seen in our community?

Sample D: Our community is becoming more racially and ethnically diverse, which magnifies the importance of serving communities of color and other historically disenfranchised groups effectively. Provide an example of a successful project you led or contributed to in working with multicultural and diverse communities. Describe the challenges and opportunities that you worked through working on this team.

Were there other items not covered in this tool or things you learned or will change based on discussions you had during this process? Please share. Thanks!