

Subject: RE: Discuss recruitment and hiring report
From: Neil Rainford (NRainford@afscme32.org)
To: peterson.karin@countyofdane.com; Utzig@countyofdane.com; Knox@countyofdane.com; Lee.bob@countyofdane.com; clark.colleen@countyofdane.com;
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Date: Wednesday, June 8, 2016 8:39 PM

Hello:

Thanks for taking time to meet with us on Monday to discuss the draft Equity Assessment of Current Recruitment/Hiring Practices. Following on our meeting, we are writing to share the following summary of our oral feedback. In a general sense, we appreciate the RESJ Tools Team's thoughtful approach to studying the County's racial and ethnic composition and review of the ways that the County's hiring process is functioning in an effort to understand how to make certain that the County's workforce reflects the County's population.

Regarding the report dated April 2016, we are generally supportive of the vast majority of those recommendations but do wish to share the following concerns regarding individual recommendations by number as set forth below:

1) We don't understand how moving to 10 interviews would increase diversity. We think the existing process, in the handbook and ordinances, of including "diversity candidates" where only minority candidates are added into the interview processes where positions are underrepresented, does an excellent job of ensuring a diverse candidate pool where possible. The language in the Handbook in the Recruitment section is as follows.

Expanded Certification: Whenever an affirmative action job category is below parity, the County and the Employee Group's Representative shall utilize expanded certification and/or alternative selection as described in the Civil Service Ordinance. Expanded certification and/or alternative selection shall be used for promotional or open competition as necessary to meet affirmative action goals.

We think this process works much better than simply diluting the number of employees under consideration who may or may not be target applicants from a minority pool and are concerned that an automatic increase in the number of applicants may have the opposite effect where high-scoring minority candidates are concerned. Moreover, current employees value the

procedure. Do we really want to compartmentalize our diverse applicants to positions without these critical features for successful employment? It seems unfair and counter to what we are attempting to accomplish. In addition, we tried this years ago and it seemed to us like it was abused by bringing employees in as LTEs without reference to the civil service procedures designed to create the best opportunities for the best qualified. We think this may compartmentalize our target applicants in non-benefit jobs and the greater LTE use and easier transition into permanent jobs may not be helpful to our mission. We would like to work cooperatively with the county to overhaul the entire LTE system, including decreasing over-reliance on long-term LTEs and replacing them with permanent positions with benefits.

Additional Items:

- A) We are concerned that current employees who find themselves in less than ideal personal circumstances due to class and support networks need more support within the organization and much fewer suspensions and discharges of poorer employees of color. Let's instead find a way to support these employees and retain employees within the organization.
- B) If there are documented instances of discrimination within the organization by persons in positions of power, there must be consequences for that type of behavior to ensure that it isn't tolerated and replicated elsewhere.

We look forward to working with you to amend the recommendations to address these concerns prior to their finalization.

Neil Rainford

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From: Thurlow, Karin Peterson [mailto:peterson.karin@countyofdane.com]
Sent: Friday, June 03, 2016 3:03 PM
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Subject: Discuss recruitment and hiring report

All,