

# CITY OF MADISON

## Innovative, Inclusive, Thriving

Our **Mission** is to provide the highest quality of service for the common good of our residents and visitors.

### Our Values



Equity



Civic  
Engagement



Well-Being



Shared  
Prosperity



Stewardship

## Human Resources 2024 Work Plan

People choose to work at the City of Madison to make a difference, and stay because they belong.

### Mission

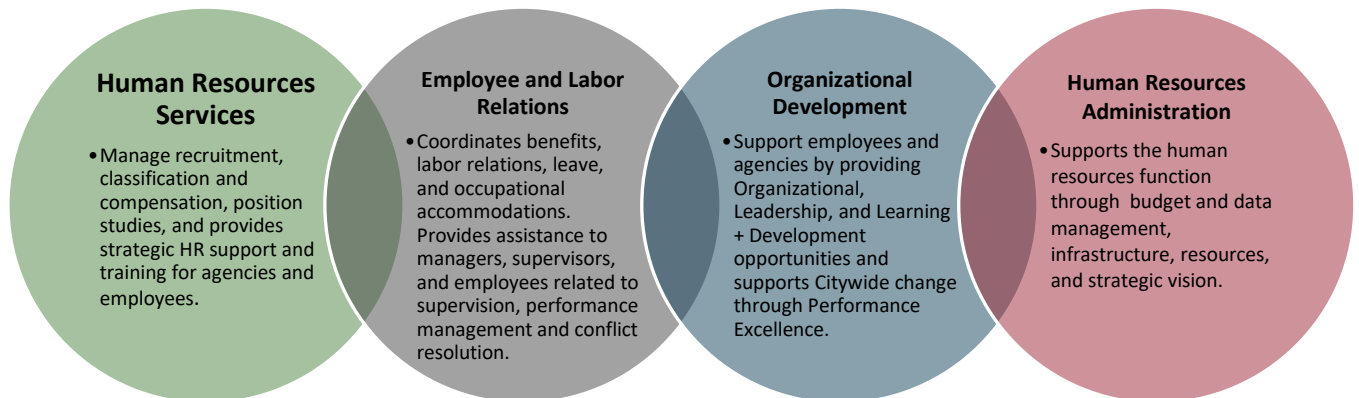
We attract, retain, and develop a diverse and engaged workforce to create an inclusive and high performing organization.

### Goals

City Human Resources goals are to:

- **Attract a talented and diverse workforce.**
- **Retain an engaged and diverse workforce where all employees feel they belong.**
- **Develop our employees and organization to be an inclusive and high performing City.**
- Implement innovative and progressive Human Resources practices.

### Human Resources Structure



### Human Resources Work Plan

Key HR Goals and Initiatives are identified in the following work plan, as identified by each work unit.

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## Human Resources Services Work Plan

**What We Do:** Manage recruitments, classification and compensation, position studies, and provide strategic HR support and training for agencies and employees.

### Long Term Strategic Goals:

- Partner with diverse community groups throughout Madison and the surrounding area to attract a diverse workforce which reflects the community.
- Actively participate on all agency management teams and provide support, coaching, and consultation on HR-related issues to supervisors and managers.
- Recruit a diverse pool of well qualified candidates for each agency hiring process.
- Develop and oversee an equitable, flexible, and innovative civil service system, which includes recruitment, classification, and compensation.
- Support successful implementation of the agency’s Equitable Workforce Plan.
- Model and promote a culture of wellness and inclusion throughout the City.

### HRS 2024 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Hiring	Adopt Personnel Rules and implement changes to the hiring process, including updates to hiring managers, employee associations, and impacted staff.
Hiring	Create Pipeline opportunities into City positions, including development of trainee and apprenticeship programs.
Hiring	Reduce reliance on hourly positions and provide full time benefits opportunities for employment. Including shared positions between agencies.
Hiring	Update Seasonal Recruitment video and/or create more impactful marketing.
Hiring	Develop branding strategy and improve online and community presence as employer of choice.
Hiring	Evaluate and explore testing options to improve selection process to determine candidates with the most relevant competencies to the position.
Classification/Civil Service	Implement recommendations from position study equity analysis. Update additional documents and webpages with process map.
Classification/Civil Service	Implement recommendations from position study equity analysis. Create position study on demand training videos to help managers and staff better understand and prepare for position study requests.
Classification/Compensation	Develop simplified and streamlined work flow with Finance budget team for position changes within agency annual budgeted levels.
Compensation	Finalize contract and scope of work with Baker Tilly for the City’s Compensation Plan Study.
Compensation	Create an internal workgroup and staff to assist and liase with consultant during study process.
Strategic HR Support	In partnership with DCR Equity team, revamp the equitable hiring tool with more focus on impacting factors within agencies’ control.
Strategic HR Support	Expand live training to allow for more participation. Revive and revamp applicant support training.

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Partnerships/Outreach	Continue to build community partnerships; conducting both virtual and in person event to engage applicants and program participants.
Partnerships/Outreach	Expand application support and interview prep sessions to partner agencies. Update 'Navigating the City's Hiring Process' and convert to webpages.

## Accomplished in 2023:

- Streamlined background checks process with Admin Clerk as single point of contact for more efficient turnaround on background results communications.
- Implemented improved communication templates for timelines for position studies submitted as part of recommended actions from the Equity Analysis of Position Study Process. Updated position study tracking log for improved data collection.
- Reduced reliance on hourly positions and provided full time benefits opportunities for employment with a new shared position created a Parks Ranger/Parking Enforcement Officer to cover winter months as for Parking and summer months for Parks.
- Developed recruitment strategy guide and targeted recruitment process.
- Compile all updated position descriptions citywide in preparation for compensation study. Utilize Sharepoint for agencies to maintain PDs as revised.
- Recommend equity analysis and updates of Personnel Rules to Personnel Board. Revised Personnel Rules and expect adoption in January 2024.
- Completed the CG21 salary survey.
- Completed RFP for consult to conduct a full compensation plan study for all city classifications. Selected Baker Tilly as vendor.
- Collaborated with IT and Centro Hispano to source internship opportunities for InnoTech program participants. Two internships were awarded.
- On demand recordings of both trainings provided by HR Services team - Hiring Foundations and Creating Equitable Interview - both available online to staff.
- Continued success with the Madison Infrastructure Training - Engineering (MITE) program for trainees to develop skills into permanent, benefited positions. Expanded Engineering trainee programs to include GIS and HVAC/R Mechanic positions.
- Sourced and hired diverse specialized and high level managerial positions across City agencies including: City Forester, Employee and Labor Relations Manager, Digital Inclusion Coordinator, Leadership & Organizational Development Specialist, Water Utility Finance and Administration Manager, Transit Capital Program Manager, Emergency Management Coordinator, Fire Marshal, MPO Executive Director (Transportation Planning Manager) .
- Conducted record breaking over 300 recruitments while short staffed, resulting in over 800 hires.
- Successfully hired and onboarded a new HR Analyst, the new Talent Acquisition Specialist, and Administrative Clerk positions to support to the HR Services recruitment activities.
- Metro achieved full full-time Transit Operator staffing (for the first time in LONG time!
- Completed two (2) rounds of Firefighter Oral Boards and Physical Ability Testing in the same year!
- All four HR Analysts and new Talent Acquisition Specialist participated in Mentorship Pilot Program.

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### Employee and Labor Relations Work Plan

**What We Do:** Coordinates benefits, labor relations, leave, and occupational accommodations. Provides assistance to managers, supervisors, and employees related to supervision, performance management and conflict resolution.

#### Long Term Strategic Goals:

- Provide innovative, sustainable, and attractive employee benefits that attract and retain talented employees.
- Implement leave benefits and occupational accommodations in a manner that is both legally compliant and geared toward ensuring employee and organizational wellbeing.
- Partner with Labor Unions, Employee Associations, and other employee groups to ensure policies and practices are fair, equitable, and maximize employee wellbeing.
- Partner with agency leaders to manage performance in a manner that is trauma informed, and creates an organization that is welcoming and inclusive for all employees.
- Reinforce the use of organizational management strategies that are employee centered, empathetic, and equitable, while balancing operational needs.

#### ELR 2024 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Accommodations	Religious Accommodation Policy development and implementation
Benefits	Equity analysis of bereavement leave and recommendations to Meet and Confer Process
Accommodations	Create structure around successful return to work process in cooperation with EAP
Accommodations	Implement a successful technology learning event
Accommodations	Implement career pathway program that was developed in 2023
Benefits	Paid Parental Leave equity analysis and implementation
Benefits	Wage and Life Insurance agent contract as well as policy rewrite and RFP implementation
Accommodations	Develop and implement flexible workplace standards
Labor	Continue digitization of paper based forms
Labor Relations	Implement Drug and Alcohol testing reminders
Benefits	Digitize packets for Police and Fire Open Enrollment and improve Open Enrollment process
Leave	Improve FMLA Application process and improving recertification process
Labor Relations	Modify check-in process in alignment with performance management modifications

#### Accomplished in 2023:

- Implemented Accommodation Determination letters to improve communication with supervisors and employees on outcomes of Accommodation efforts
- Revised APM 2-22 on Accommodations and created accompanying guidelines
- Worked with DCR to create a career pathway plan for individuals with disabilities

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- Placed 5 individuals into internships in alignment with the City related to goals to improve access to City jobs for people with disabilities
- Implemented paperless drug-testing process
- Refined online enrollment for Dental and Flexible spending
- Launched the RFP for wage and life insurance agent
- Evaluated employee check-in process
- Identified key stakeholders and led collaborative effort to redefine performance management and define PM responsibilities
- Completed outline of religious accommodation process and initial draft of accompanying policy
- Completed sick leave data analysis related to wage and life insurance outcomes for employees

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### 2024 HR-Organizational Development Work Plan

**What We Do:** To meet the Human Resources mission, the Organizational Development unit works with key stakeholders to increase organizational health and effectiveness. Our goal is to provide support to agencies and staff in developing a healthy, high-performing, self-renewing organization that leads and manages change. Our service areas focus on:

- Learning and Development: Developing and delivering a series of annual courses that consistently move the organization closer to meeting long-term objectives through individual and organizational competency building.
- Leadership Development: Developing leaders at each level through differentiated, practical development that is responsive to the intersection of people's identities, specifically race, gender, sexuality, and disability.
- Performance Excellence: Providing a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.
- Organizational Consultation and Capacity Building: Improving organizational effectiveness through providing agency consultation by aligning collective skills, expertise, processes, and people to meet HR and City of Madison Mission.

### Long Term Strategic Goals:

- Develop and deliver a learning and development framework, policy, and standards to ensure high quality, effective, and innovative employee development opportunities.
- Develop and deliver a series of annual courses that consistently move the organization closer to long term objectives through individual and organizational competency building.
- Provide tools for a learning culture for leaders & accelerate the creation of strategic leadership networks across departments.
- Develop leaders at each level through differentiated, practical development that is responsive to the intersection of people’s identities, specifically race, gender, sexuality, and disability.
- Provide a framework and resources to reinforce best organizational practices in change management, continuous improvement, strategic planning, and Performance Excellence.
- Provide Human Resources and agency support to provide an exceptional employee experience.
- Consistently enhance organizational effectiveness through agency and workgroup assessment and consultation.

### OD 2024 Work Plan:

Service Area	Work plan Strategies and Initiatives
Leadership Development	<ul style="list-style-type: none"> <li>• Leadership Development Program</li> <li>• Executive Check-In Evaluation</li> <li>• Round Three 360 Survey for Agency Heads</li> <li>• Mentorship Program</li> <li>• Supervisor Development</li> </ul>
Performance Excellence	<ul style="list-style-type: none"> <li>• Round Three Agency Work planning</li> <li>• Results Madison Change Management</li> <li>• Change Management Community of Practice</li> <li>• Performance Excellence Leadership Team</li> </ul>

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Learning & Development	<ul style="list-style-type: none"> <li>• Train the trainer pilot program</li> <li>• HRM-LMS Implementation</li> <li>• Learning Partners Program</li> <li>• New/re-vised Courses: Values-based leadership series, You're Promoted; Supervisor Orientation; Team Change Management; Emotional Intelligence; 4 Gender Inclusive Workplace courses; Build Bridges, Not Barriers;</li> </ul>
Organization Consultation & Capacity Building	<ul style="list-style-type: none"> <li>• HR Internal Communication Strategy Implementation</li> <li>• Gender Inclusive Work place Implementation</li> <li>• Round two of Executive Team Development</li> <li>• Affinity Group Support</li> </ul>

## Accomplishments in 2023

Note: OD unit is a team of 5 staff, which had only 3 staff for much of 2023.

- Completed and evaluated a Mentorship Pilot for further development
- Used a Values Based Leadership Focus Group to complete a revamp of the VBL framework including all new VBL practices and behaviors
- Implemented a leadership gathering to improve relationships across agencies and further develop leaders
- Developed a Supervisory Collective for leaders to engage in active problem solving and support
- Completed an evaluation of the executive check-in process
- Completed initial 360 program development and evaluation for further executive use
- Implemented a Change Management Community of Practice
- Initiated targeted Executive Team Development for 3 agencies to improve executive leadership functions
- Updated APM 2-52 and enhanced communication, resources and operations around the Inclusive Work place Initiative
- Built a framework for Affinity Group Support in collaboration with DCR
- Completed a second round of Organization wide work planning for 6 Agencies
- Led the 2023 Equity Analysis and fellowship with Results for America
- Co-led a new kick-off for Results Madison
- Provided 41 unique course offerings for City employees, and 103 total session offerings for City employees (*not including agency-specific*)
- Collaboratively redeveloped and implemented APM 2-10 on workplace training
- UniverCity Alliance leadership as well as partnership and projects which include analysis of the Personnel Rules and cost benefit analysis of employer provided child care support, and sustainability analysis of City plans, as well as tracking and monitoring of UniverCity Alliance projects.
- Developed Human Resources communication plan including template planning forms and communication documents

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## Human Resources Administration

**What We Do:** Support the human resources function through budget and data management, infrastructure, resources, and strategic vision.

### Long Term Strategic Objectives:

- Employee Data Governance Policies and Practices that ensure employee privacy is ensured, compliance with legal requirements , and efficiency is maximized.
- Manage the Human Resources Budget in a way that balances employee and organizational needs and necessary services with sustainability and effective stewardship of City resources.
- Support the Human resources function through information and data gathering, records collection and management, resource identification, budget management, and consultation with senior staff across the City.
- Provide departmental staff with direction and vision for the future role of Human Resources, and its staff, within the City management structure.

### HR Administration 2024 Work Plan:

Service Area	Work Plan Strategies and Initiatives
Data	Develop Human Resources Dashboard and compile annual data for at a glance reports
Performance Excellence	Develop process for evaluating agency requests for new positions in collaboration with Finance
Recruitment and Retention	Complete compensation study including disparities analysis and implementation plan
Data	Standardize internal Citywide survey cadence and action planning
Performance Excellence	Human Resources Management System software acquisition and implementation
Data	Complete first annual HR Department Report to be developed using standardized list of metrics
Performance Excellence	Develop precautionary lay-off plan to ensure organizational preparedness for economic challenges
Data	Re-evaluate pulse survey distribution methods, contents, and action planning to increase impacts and outcomes related to pulse surveys

### Accomplished in 2023:

- Completed first 5 year Strategic Planning process, and developed standardized metrics for HR work assessment
- Created new budget process for new or modified positions to expedite creation of new positions in new year, resulting in significantly less waiting time for posting of newly budgeted positions
- Implemented direct introduction of items to Council to streamline HR related committee processes
- Implemented enhanced Public Service Recognition week in collaboration with #TeamCity recognition efforts



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- Created new HR Customer Service framework and measures to track our service outcomes
- Completed a post-Covid Workforce Plan
- Redeveloped the Workplace violence APM, incorporated a new role and manual for the Threat Assessment Team, and initiated ongoing tracking of workplace violence or threat incidents
- Developed action plans and strategies around the results of the MAC/WIC survey with ongoing tracking
- Completed analysis of Exit Survey data collected from November 2020 to Summer 2023.
- Distributed Pulse Surveys and analyzed data from more than 700 employee responses.
- Began destruction of outdated personnel records.
- Successfully awarded Citywide Compensation Study and selected consultant to assist in implementation of Human Resource Management system.
- Developed a Human Resources training plan related to needed HR competencies and including cross-training accountability to ensure consistent coverage of key functions, and connection with IDPs
- Created standardized contract framework for executives and modified process for check-ins to align with contract renewals and expirations
- Completed plan and trained staff related to emergency shelter needs