



Human Resources Department

Harper Donahue, IV, Human Resources Director

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July 12, 2018

To: David Schmiedicke, Finance Director

From: Harper Donahue, IV, Human Resources Director

Subject: **2019 Operating Budget Request**

The 2019 operating budget request for the Human Resources Department seeks to put forth a spending plan consistent with the Mayor's directive, and indicative of City of Madison shared values. In our proposal, we are putting forth a series of requests demonstrating the Department's continuous commitment to support City goals by **recruiting, developing and sustaining a diverse, talented, and engaged workforce.**

Our Department's budget consists of three service areas:

1. Employee & Labor Relations

Service Goal: Represent City/Employee interests related to collective bargaining, contract & handbook administration and performance management:

- Meet & Confer Process - Work with Employee Associations in developing and implementing employee handbooks;
- Develop & implement employee benefits program;
- Administer Family and Medical Leave Act (FMLA); and
- Disability Leaves & Layoffs, and Occupational Accommodations.

2. HR Services

Service Goal: Provide HR support to all City departments to assist in achieving agency goals by:

- Developing and implementing recruitment & selection strategies to attract a diverse and talented workforce;
- Assisting in the implementation of organizational changes (including reclassifications); and
- Working closely with the City Personnel Board.

3. Office of Employee Development & Organizational Effectiveness

Service Goal: Promote the success and engagement of City employees and agencies through coordinated internal and external trainings and specialized initiatives to:

- Create learning and growth opportunities;
- Foster work culture change through programming and partnerships;

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- Promote wellness of employees through programming and partnerships;
- Promote strategic thinking, planning, process improvement and development; and
- Support and facilitate community partnerships and engagement.

Additionally, our proposal includes two supplemental budget requests:

1. HR Assessment
2. Additional Funding – Staff Training & Development

Fully aware of the City's financial situation, we believe these requests are necessary to promote confidence, trust and best practices in all areas of City HR and to allow HR Staff expanded access to learning opportunities – to better support City goals and serve City staff.

I look forward to meeting with you to discuss our proposal.

Best,

Harper Donahue, IV
Human Resources Director

CC: Greg Leifer, Employee and Labor Relations Manager
Mike Lipski, HR Services Manager
Alia Stevenson, Org Health & Development Manager

Agency: HR

Proposed Budget

	Cost to Continue	Proposed	Change
Revenue	-\$12,750	-\$12,750	\$0
Expenditures	\$1,962,153	\$1,962,153	\$0
Net	\$1,949,403	\$1,949,403	\$0
	2018	Proposed	Change
FTEs	17	18	1

Request Analysis

2017 Budget

Overbudget	Yes
2017 Analysis	There was \$95,000 of compensated absence in salaries and \$111,000 of budgeted benefit savings that was corrected to \$0 for the 2018 adopted budget.

2018 Projection

Deficit	No
Projection Analysis	

2019 Request

Budget Request Changes	The \$162 change was a result of the updating payroll allocation projection during the request.
Change in Service	No
Service Impact	
Staffing Levels & Payroll Allocations	N/A

Human Resources

Function: Administration

Position Summary

	CG	2018 Budget		Request		2019 Executive		Adopted	
		FTEs	Amount	FTEs	Amount	FTEs	Amount	FTEs	Amount
ADMIN CLERK CONFIDENTIAL	17	1.00	-	1.00	42,208	-	-	-	-
EE & LABOR MGR	18	1.00	115,218	1.00	115,675	-	-	-	-
HR SERVS MGR	18	1.00	118,574	1.00	119,030	-	-	-	-
HRA	18	6.00	455,246	6.00	449,637	-	-	-	-
HUMAN RESOURCE DIR	21	1.00	133,243	1.00	119,938	-	-	-	-
LABOR RELATIONS SPEC	18	1.00	94,660	1.00	73,736	-	-	-	-
OCCUP/ACCOM SPEC	18	1.00	90,443	1.00	90,791	-	-	-	-
ORG HEALTH/DEV MGR	18	1.00	113,078	1.00	113,513	-	-	-	-
ORGAN DEV/TRAIN OFF	18	3.00	261,451	3.00	265,874	-	-	-	-
PROG ASST	17	1.00	55,769	1.00	55,984	-	-	-	-
PROG ASST	20	1.00	53,118	1.00	54,308	-	-	-	-
TOTAL		18.00	\$ 1,490,800	18.00	\$ 1,500,694	-	\$ -	-	\$ -

Salary amounts recorded on this page are for total budgeted salaries; this amount may differ from budgeted permanent wages as presented in the Line Item Detail due to payroll allocations to other funding sources (capital projects, grants, etc.) or inter-agency services are not reflected in this summary page.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation, interpretation, and administration, works with Employee Associations in developing and implementing employee handbooks, administers the Family and Medical Leave Act (FMLA), disability leave and layoff, occupational accommodations, and the development and implementation of the employee benefits program.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	0	0	0		0
Expense	639,432	700,659	659,480	659,480	0
Net Budget	639,432	700,659	659,480	659,480	0

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

No change.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

No change.

SERVICE GOALS

1. Who is the recipient of this service?

City agencies and City employees.

2. What activities are you responsible for providing under this service?

Represent City/Employee interests related to collective bargaining, contract & handbook administration and performance management:

- Meet & Confer Process - Work with Employee Associations in developing and implementing employee handbooks;
- Develop & implement employee benefits program;
- Administer Family and Medical Leave Act (FMLA); and
- Disability Leaves & Layoffs, and Occupational Accommodations.

3. How do you define success within this service?

Orderly well-informed City operations as they relate to personnel related matters.

4. What strategies are planned for 2019?

- Equity analysis of benefit programs with a thorough review and analysis of related programs & policies; Implementation of HR Assessment recommendations; and the
- Implementation of Government Alliance on Race & Equity (GARE) recommendations.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

HR Services

SERVICE DESCRIPTION:

This service provides strategic Human Resources (HR) support to departments throughout the City in order to assist departments in achieving departmental goals by developing and implementing recruitment and selection strategies, assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions, working with the Personnel Board, and providing general human resources support.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	0	0	0		0
Expense	469,465	584,040	605,552	605,714	162
Net Budget	469,465	584,040	605,552	605,714	162

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

No change.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

No change.

SERVICE GOALS

1. Who is the recipient of this service?

City Agencies, City employees and City partners.

2. What activities are you responsible for providing under this service?

Provide HR support to all City departments to assist in achieving agency goals by:

- Developing and implementing recruitment & selection strategies to attract a diverse and talented workforce;
- Assisting in the implementation of organizational changes (including reclassifications); and
- Working closely with the City Personnel Board.

3. How do you define success within this service?

The ability to attract and sustain a diverse and talented workforce.

4. What strategies are planned for 2019?

- Expanding community engagement and outreach efforts;
- Implementation of Government Alliance on Race & Equity (GARE) recommendations; and the
- Implementation of HR Assessment recommendations.

2019 Operating Budget: Service Proposals

SERVICE IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources

SELECT YOUR AGENCY'S SERVICE:

Organizational and Health Development (OHD)

SERVICE DESCRIPTION:

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs, oversees the City's employee engagement initiatives, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees.

SERVICE BUDGET - ALL FUNDS

	2017 Budget	2018 Budget	2019 Cost to Continue	2019 Request	Change
Revenue	-25,500	-25,500	-25,500	-25,500	0
Expense	579,004	662,527	697,121	697,121	0
Net Budget	553,504	637,027	671,621	671,621	0

2019 PROPOSAL

1. Explain the budgetary changes proposed from 2019 Cost to Continue to the 2019 Request.

No change.

2. Explain the operational impact of the proposed changes from 2019 Cost to Continue to 2019 Request.

No change.

SERVICE GOALS

1. Who is the recipient of this service?

City agencies, City employees and City partners.

2. What activities are you responsible for providing under this service?

Promote the success and engagement of City employees and agencies through coordinated internal and external trainings and specialized initiatives to:

- Create learning and growth opportunities;
- Foster work culture change through programming and partnerships;
- Promote wellness of employees through programming and partnerships;
- Promote strategic thinking, planning, process improvement and development; and
- Support and facilitate community partnerships and engagement.

3. How do you define success within this service?

The ability to promote employee development and encourage orderly, efficient and effective operations.

4. What strategies are planned for 2019?

- Analyze, review and expand the coordination of city-wide wellness and training activities;
- Implementation of Government Alliance on Race & Equity (GARE) recommendations;
- Implementation of HR Assessment recommendations; and
- Identify and implement an effective Learning Management System.

Supplemental Request

Agency:

Human Resources

Enter Your Agency's Service:

HR Services

Supplement Title:

HR Assessment

Amount:

FTE:

- Expansion to Existing Service
 New Initiative

Provide an overview of the supplemental request.

HR is seeking to have consultants conduct a comprehensive assessment of its human resources department's policies, strategies, structure, management and methodology and to provide recommendations for improvements and updates in critical human resources areas to serve a progressive, forward-thinking municipality.

What is the desired outcome of the request?

The HR Department is looking to gain constructive feedback, which will ultimately improve its overall effectiveness in supporting City goals by recruiting, developing and sustaining a diverse, talented, and engaged workforce.

How will the desired outcome be measured?

Success will be determined by the quality of the consultants' deliverables. Deliverables are expected to confirm current areas of success, and bring attention to areas that require improvements. Ultimately, outcomes will be measured by HR's ability to better serve all City agencies and instill trust and confidence in HR services. As the City and HR move forward with Performance Excellence initiatives, key performance indicators will be identified and tracked for progress.

Supplemental Request

Agency:

Human Resources

Enter Your Agency's Service:

Organizational & Health Development

Supplement Title:

Additional Funding - Staff Training & Development

Amount: \$25,000.00

FTE: 0.00

- Expansion to Existing Service
 New Initiative

Provide an overview of the supplemental request.

HR is seeking additional funding to allow HR Staff expanded access to learning opportunities – to better support City goals and serve City staff by promoting the success and engagement of City employees and agencies through coordinated internal and external trainings and specialized initiatives to: create learning and growth opportunities; foster work culture change through programming and partnerships; promote wellness of employees through programming and partnerships; promote strategic thinking, planning, process improvement and development; and support and facilitate community partnerships and engagement.

What is the desired outcome of the request?

The HR Department is charged with supporting City goals by recruiting, developing and sustaining a diverse, talented, and engaged workforce. This requires continuous access to current information and best practices.

How will the desired outcome be measured?

The City is facing increased competition from the private sector and other public entities when trying to attract qualified candidates. Outdated processes and human resource systems may threaten the City's ability to recruit and hire the best, brightest, and most diverse employees. To meet current and future employment needs of the City, the Human Resource Department must gain greater exposure to new learning opportunities to improve its capacity in the areas of recruitment, hiring, retention and employee development. Outcomes will be measured by HR's increased capacity to serve City employees and City partners, and by greater participation in learning opportunities offered through HR for City employees and City partners. As the City and HR move forward with Performance Excellence initiatives, key performance indicators will be identified and tracked for progress.