Human Resources

Function: **Administration**

Budget Overview

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	1,639,061	2,008,882	1,821,312	1,672,442	1,747,626	1,747,625
TOTAL	**$ 1,639,061**	**$ 2,008,882**	**$ 1,821,312**	**$ 1,672,442**	**$ 1,747,626**	**$ 1,747,625**

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
HR Services	689,207	611,889	624,663	500,239	556,304	488,901
Employee & Labor Relations	402,067	626,899	483,595	493,685	482,682	516,383
Organizational & Health Dev	547,787	770,094	713,054	678,518	708,640	742,341
TOTAL	**$ 1,639,061**	**$ 2,008,882**	**$ 1,821,312**	**$ 1,672,442**	**$ 1,747,626**	**$ 1,747,625**

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(15,440)	-	(325)	-	-	-
Misc Revenue	(135)	(5,000)	-	(4,000)	(4,000)	(4,000)
Transfer In	-	-	(16,625)	-	-	-
TOTAL	**$ (15,575)**	**$ (5,000)**	**$ (16,950)**	**$ (4,000)**	**$ (4,000)**	**$ (4,000)**

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	1,563,404	1,625,911	1,516,059	1,501,500	1,599,502	1,599,501
Benefits	446,242	483,487	477,925	480,194	457,243	457,243
Supplies	21,123	24,050	16,493	18,950	18,950	18,950
Purchased Services	88,630	177,908	125,258	195,278	195,411	195,411
Inter Depart Charges	76,677	77,917	77,917	84,625	84,625	84,625
Inter Depart Billing	(541,440)	(375,391)	(375,390)	(604,105)	(604,105)	(604,105)
TOTAL	**$ 1,654,636**	**$ 2,013,882**	**$ 1,838,262**	**$ 1,676,442**	**$ 1,751,626**	**$ 1,751,625**

To:	Dave Schmiedicke, Finance Director
From:	Harper Donahue, IV, HR Director
Date:	7/12/21
Subject:	2022 Operating Budget Transmittal Memo

Major Goals

By recruiting a high-quality and diverse workforce and building programs to promote equity, accountability, and opportunity for our City's employees, residents, and guests, the Human Resources Department supports the city-wide goal of sustaining an effective and efficient government.

Our 2022 Operating Budget submittal seeks essential funding to provide the level of service which our customers have come to expect while also making investments to obtain the tools and skills which will allow the Department to continue to provide that level of service into the future.

The Human Resources Department provides City agencies with crucial support in three service areas:

The **HR Services** unit assists agencies in the workforce recruitment process and manages the City's classification and compensation systems, including oversight of the position study process and assistance in implementing organizational changes. Additionally, this unit works closely with the City's Personnel Board and maintains the City's Position Control Program.

The **Employee & Labor Relations** unit plans and implements the Employee Benefits Program, administers the Occupational Accommodations Program, oversees and supports employees requesting Family Medical Leave and Disability Leave, coordinates investigations and grievances and complaints, as well as represents the City during bargaining and "Meet and Confer" sessions with employee associations and unions. Additionally, this unit serves as an advisor to managers and supervisors in areas of conflict resolution and performance management.

Finally, the **Organizational & Health Development** unit promotes organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, and community outreach programs.

COVID Recovery

To assist in meeting the expected 2021 budget shortfall, the Human Resources Department proposed leaving an HR Analyst position within the HR Services group vacant. At the height of the pandemic, this was a reasonable choice as hiring in 2020 was less than half of the nearly 680 hires we averaged each year during the previous four years. However, in 2021 the workflow of the HR staff quickly returned to pre-pandemic levels. As a result, hires for 2021 have already reached over 90% of what they were for all of 2020, and employee turnover for the first five months of 2021 has been equal to the average turnover for the same period during the previous five years. Operating at a near-normal workflow with 25% less recruiting staff has led to the rearrangement of work tasks and decreased efficiency, further hampering operations. Additionally, all HR personnel was being tapped to assist numerous city-wide initiatives. It is imperative that we fully fund staffing within the Human Resources Department in 2022.

2022 Request & Equity

The Human Resources Department has been a leader in developing policies, providing training programs, and promoting new hiring practices, which continue to make the City of Madison a more equitable community. We are actively working to implement recommendations from the City's equity analysis. In the 2022 budget year, we will apply an equity analysis to our position study process, continue to reach out to marginalized communities through advertising in publications and job boards directed at specific populations and social groups, and work with our partners to develop Public Works apprenticeship programs and provide pipelines into permanent staff positions for historically underrepresented BIPOC and women. Finally, and certainly not least importantly, our Organizational Development group will continue to support inclusion and equity initiatives through training and advancing our workplace culture. Our Leadership Development Conference has been on the leading edge of these efforts. For many years we focused on developing skills and opportunities for women. This past May, we focused on Inclusive Leadership, not only for women but the intersection of gender, race, and disability; if our requested budget is approved without significant modifications, we will continue these efforts in the coming year.

2022 Request & Sustainability

To meet both sustainability and efficiency goals, the Human Resources Department has attempted to move toward a system of electronic records creation and storage over the past three years. Unfortunately, the tools currently available have not allowed the progress we have intended. Our supplemental request will provide funding for needed technology infrastructure, which will enable the City to electronically collect and store onboarding documents from new employees, yearly benefits documents from existing employees, and provide interactive online training for employees. This will increase our efficiency and lessen our environmental footprint as it will reduce the need for printing and the delivery of paper documents. It will also reduce the distance employees must travel for training sessions, which may provide benefits for both sustainability and the efficient use of employee time.

Major Changes in 2022 Operating Request

Aside from our supplemental requests, the Human Resources Department requests no significant changes to our 2022 budget.

Summary of Reductions

A five percent reduction to the Human Resources Department's "Cost to Continue" budget allocation equates to approximately $87,000.

With the return to pre-pandemic operations, there is minimal excess remaining in the Human Resources budget. If nothing else, 2020 has shown that reductions in Human Resources, along with other administrative agencies, have a crippling effect on operations city-wide. However, in an attempt to respond to the City's request, we are submitting three options for further consideration if budget reductions are absolutely necessary. However, it should be noted that HR does not endorse any of these options and firmly believes that all of the following options will have significant adverse effects on City operations.

1) Again, attempt to operate without a 4th HR Analyst position in the HR Services Unit.

Description of Effect: Over the past decade, Human Resources has seen its staffing shrink while the City as a whole has grown - other City departments have added more than 175 positions.

During the first months of the pandemic, operations across the City were minimized, and hiring plummeted to less than half the rate typical during the previous years. HR staff modified their work and focused on the city-wide redeployment and workshare of existing employees whose positions were not essential. HR staff also concentrated on reducing the backlog of previously requested position studies and quickly engaged in developing training programs that could be effective in a virtual environment.

To meet reduced 2021 budget goals, the Department redistributed staff tasks and left an HR Analyst position vacant while also reducing our front desk administrative position hours.

The HR Department strives to fill all hires within 90 days of requisition approval. From 2017 through 2019, our recruiting staff typically averaged less than 81 days to fill a position. Even though requests for recruitments declined by half, with reduced staffing in 2020 and the first part of 2021, our average time to fill increased to 92 days. As hiring and operations return to normal, agencies can expect further increases in the time to fill if HR must enter 2022 with only 3 HR Analysts.

2) Reduce the funding provided on the Consultant Services and Conference & Training budget lines.

Description of Effect: Aside from salaries, the only budget lines capable of significantly reducing the HR allocation are the Conference & Training budget line and the Consultant Services budget line.

These budget lines are the funding source for employee training as well as the annual Leadership Conferences and ongoing Performance Excellence efforts such as TeamCity Leaders, Voice of the Customer, and our course calendar. They pay for subject matter expertise of presenters who supplement our three Organizational Development Specialists.

The funding also pays for HR staff training, so labor relations employees can keep current on changing federal work rules and allows Organizational Development staff to attend "train the trainer" sessions before creating employee development programs on evolving topics and new initiatives. In addition, the funding enables new staff to participate in trainings from vendors who have created many of the tools we use each day. These trainings are essential in expanding our knowledge base and improving our efficiency and effectiveness.

Reductions to either of these lines would have an immediate detrimental impact on trainings HR offers City employees and managers. Depending on the size of the reductions, employee training classes may need to be eliminated, and leadership programs aimed at both employees and community members may need to be scaled back, as in-house training specialists would be required to devote their time to programs for which we would normally hire consultants or third party providers.

3) Reduce the funding on the Medical Services budget line.

Description of Effect: The funding placed on the HR Department Medical Services budget line is used primarily for federally required random drug testing of our employees who hold a Commercial Driver's License.

Shortly before the pandemic set in, the Federal government changed the testing rules and effectively doubled the number of drug tests required. To accommodate this increase in testing, approximately $12,000 was added to the budget line.

Simultaneously, the City transitioned to a new vendor to conduct testing and provide oversite for the drug & alcohol testing program. The new vendor has been able to provide services more efficiently than expected. If our vendor can maintain its efficiency, this budget line may be ripe for reduction. However, if reduced, a mid-year budget addition may be required if the current trend changes.

Optional Supplemental Requests

The Human Resources Department has not significantly or effectively updated its technology infrastructure since 2011. In the decade since, electronic forms have become standard across businesses and governments. Currently, our benefits, leave, performance management, learning management, and onboarding programs rely on almost entirely paper-driven processes. Contrary to meeting the City's sustainability goals, these processes are also inefficient and require thousands of staff hours to maintain the outdated practices.

To update our practices, the Human Resources Department is seeking a supplemental budget allocation to expand our portfolio of hiring and onboarding tools of $107,500. This funding can be broken down into three phases:

1) $50,000 annually for a software-as-a-service onboarding system that supports electronic records and manages personnel documents and processes related to employee onboarding;

2) $50,000 annually for a software-as-a-service Performance Management System that tracks employee performance management; and

3) $7,500 for a position enhancement to a current HR position to administer the system.

In 2021, the City has made substantial progress in launching its performance management program. Employee and manager check-ins were initiated by the Organizational Development team, and a city-wide exit interview program began to collect data from departing employees. To maximize the return on investment for these programs, we need systems that can capture and store the data in an efficient and user-friendly way to assemble an image of each employee as they progress throughout their career with the City. Ultimately, if we can use this data to reduce annual employee turnover, even marginally, the return on investment will be worthwhile. Depending on the skills and experience of employees, direct and indirect costs included, replacement costs for departing employees may range from 20% on the low end to over 100% of their annual salary.

HR needs a more robust solution for document storage and processing. The current document storage solution being offered is SharePoint. While SharePoint has proven to be effective in meeting City needs elsewhere, even after expected upgrades of SharePoint are completed, there is a shared belief among HR and IT that security and accessibility features required by HR will still not be met.

The employee onboarding program alone takes more than 500 hours of HR staff time; this does not include the hundreds of additional hours spent by new employees required to travel to the MMB from their job sites for onboarding presentations. It also does not include the time spent by employees and departmental admin clerks for printing paper documents, packaging them, and either mailing them or hand-delivering them to the HR Department for processing. With the proper tools, this entire process could be made electronic, and hundreds of staff hours could be devoted to more beneficial projects and programs.

Federal and State regulations govern the creation, retention, and destruction of employee documents, and the storage of certain records is subject to audit at any time. Under our current storage system, potential fines associated with records production place unnecessary risk on the City.

We need to add significant staff to the Human Resources Department to process the hiring, onboarding, performance, learning, and other employee records, which we create daily, or we need to obtain a technological solution that is designed to complete these tasks automatically.

To meet these needs effectively and economically, we propose a phased approach that includes new technological tools and augmentation of the skills available within the Human Resources staff.

An investment in new tools and skillsets will enable HR, and administrative functions across the City, to multiply our output while maintaining a modest total staff. Within HR, we are seeking to reclassify one of our Program Assistant positions to a Program Administrator. This would increase our budgeted salaries by a maximum of $7,500. A position in this classification will have analytical development skills that are not currently available within the Department. An individual with these skills will enable HR to extract the maximum benefit from the additional software and web-based tools we are seeking.

The new tools will digitize and streamline many of our existing processes in two phases. Employee onboarding and records management would be rolled out first and require approximately $50,000 in 2022 funds. The performance management systems would be rolled out later in the year with an additional $50,000 in cost.

The tools described above will benefit the entire City. They will increase the efficiency in which our administrative staff is able to fulfill many of their tasks, make training opportunities more equitable and accessible, improve our employee retention, and enable employees and managers to report and track staff development in ways that would not otherwise be possible.

By granting the requested funding, the Human Resources Department can continue to provide the services, support, and development opportunities that our agencies and community have come to expect.

c.c.   *Deputy Mayors*
        Budget & Program Evaluation Staff
        Brad Wollmann, HR Budget & Data Analyst
        Emaan Abdel-Halim, HR Services Manager
        Greg Leifer, Employee & Labor Relations Manager
        Erin Hillson, Employee & Labor Relations Specialist

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources ⌄

SELECT YOUR AGENCY'S SERVICE:

Employee & Labor Relations ⌄

SERVICE NUMBER:

162

SERVICE DESCRIPTION:

This service fulfills the City's obligations for contract negotiation and management; works with Employee Associations in developing and implementing employee handbooks; administers the Family and Medical Leave Act (FLMA), disability leave, layoffs, and occupational accommodations; and develops and implements the employee benefits program. The goals of this service are effective use of the Meet and Confer process with employee associations, successful negotiation of all outstanding labor contracts, and effective implementation of employee benefits programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$402,067	$626,899	$483,595	$493,685	$482,682	$516,383
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		$402,067	$626,899	$483,595	$493,685	$482,682	$516,383
Budget by Major							
	Revenue	$0	$0	$0	$0	$0	$0
	Personnel	$727,678	$794,175	$658,811	$763,141	$751,913	$785,614
	Non-Personnel	$10,032	$37,675	$29,735	$52,175	$52,400	$52,400
	Agency Billings	($335,643)	($204,951)	($204,951)	($321,631)	($321,631)	($321,631)
Total		$402,067	$626,899	$483,595	$493,685	$482,682	$516,383
	FTEs		6.66		6.66	6.33	6.33

PRIORITY

Citywide Element   Healthy and Safe ⌄

Describe how this service advances the Citywide Element:

The staff administering the Employee & Labor Relations (ELR) service for the City are focused on ensuring City employment policies are transparent, equitable, and viewed as legitimate by staff, employee organizations, and community partners. ELR develops benefit plans to improve employee wellness and financial security while at the same time minimizing costs to the Madison community. Through union contract negotiations and an open "meet & confer" process with employee associations, the ELR team strives to build and maintain positive relationships with all groups of employees who serve Madison's residents and guests. ELR also administers the FMLA claims, occupational accommodations, drug & alcohol screening, and the investigation processes undertaken when complaints or grievances are filed against staff or city groups.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Employee Onboarding, Benefits Planning & Implementation	30	Onboard new employees; Research, develop, and maintain the employee benefits package for City staff; including: insurance, retirement, and wellness programs
Occupational Accommodations & Disability Leaves	15	Administration of the Occupational Accommodations program as well as tracking employee leave and layoff processes due to disabilities.
Administration of Family Medical Leave Act (FMLA) requirements	15	Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, coordinate with employee and departments as staff resume their duties.
Negotiate and "meet & confer" with employee unions and associations	30	

		Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and union contracts.
Coordinate investigation of grievances	10	Review complaints and coordinate investigation of grievances files against city employees. When necessary, work with attorney to negotiate separation agreements.

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

No changes requested

What are the service level impacts of the proposed funding changes?

Change in the service's budget is due to a Finance correction for a payroll allocation

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No ⌄

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No ⌄

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No ⌄

Are you proposing an increase or a decrease to the budgeted revenue?

Select... ⌄

Fund	Major	Amount	Description

🔲 Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ⌄

Fund	Major	Amount	Description

☐ Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

If the budget request is fully funded, employees may find that service response is more efficient and information provided by staff is up-to-date. A reduction in funding for the Employee & Labor Relations unit would likely effect many groups as the unit is responsible for managing Family Medical Leave, Benefits, and Insurance for City employees and their dependents. Depending on the type and depth of reductions, responses to employee inquiries may be delayed or information about new programs or regulations may be out of date.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

> The direct beneficiaries of the activities of the Employee & Labor Relations unit are the employees and their dependents, other direct beneficiaries are the City agencies, as well as unions and associations which work with ELR to establish and maintain work rules and contracts.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

> We have not been reviewing or otherwise tracking this data specifically. We would need to develop a screening tool of some kind to track this data.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

> The Employee & Labor Relations Unit is not having direct discussions with community or employee groups mostly this is addressed on an individual case by case basis and these discussion tend to be organic in nature.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

> There are no proposed budget changes that would harm specific groups.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

> We will continue to "meet & confer" with employee associations and unions. Purchasing a robust records system will make the process of data collection more efficient and once we have data we can begin to identify issues and make informed decisions.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

    ○ Yes   ● No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? $87,381

What is the proposed reduction to this service's budget? $0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description

Activity	$Amount	Description
		No reduction is recommended.

- Insert item

Total	$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

The City is mandated to perform various activities under a variety of statues, including: the Family & Medical Leave Act (FMLA), the Fair Labor Standards Act (FLSA) as well as the Americans with Disabilities Act (ADA). These activities include (but are not limited to) providing reasonable accomodations for employees with disabilities, identifying "exempt" and "non-exepmt" employees and insuring overtime rules are followed, and providing leave to employees with serious health issues or when a spouse, child, or parent has serious health issues. Leave is also available for the birth or adoption of a child.

Has this reduction been proposed in prior years?   Select... ⌄

Does the proposed reduction result in eliminating permanent positions?   Select... ⌄

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?   Select... ⌄

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description
Employee Onboarding, Benefits Planning & Implementation	107500	The additional software systems will increase efficiency of employee onboarding, performance management, and benefits management. Revamping inefficient existing paper-driven processes and replacing them with electronic processes and document workflows which will help meet sustaiability goals and make additional staff hours available for other programs.

- Insert item

Total	107,500	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel	7,500	Reclassify one existing Program Assistant position to a Program Administrator
Non-Personnel	100,000	Licensing expense for Onboarding, Performance Management, and Records Management soft
Agency Billings		

Total	107,500	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

The funding will come from the general fund.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Depending on the vendor chosen, it is likely the licensing expense will become an ongoing cost with annual escalation.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   Yes ▾

If yes, which agencies?   The HR Department would extensively modify its workflows and processes.

Describe why the proposed increase is critical.

Each year the City continues to add staff positions while the HR Department staffing remains stagnant. We need to add significant staff to the Human Resources Department to process the hiring, onboarding, performance, learning, and other employee records, which we create daily, or we need to obtain a technological solution that is designed to efficiently complete these tasks. These tools will not only benefit HR but will create efficiencies for administrative staff in many agencies, enabling them to undertake additional tasks and devote time to developing other programs and services for our residents, guests, and employees.

Submit

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources ⌄

SELECT YOUR AGENCY'S SERVICE:

HR Services ⌄

SERVICE NUMBER:

161

SERVICE DESCRIPTION:

This service provides Human Resources support to all City departments, helping them achieve their 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. The goals of this service are to increase diversity of applicants for City jobs across all classifications, identify positions struggling to attract qualified applicants, and implement strategies to increase the number of qualified applicants.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$689,207	$611,889	$624,663	$500,239	$556,304	$488,901
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		*$689,207*	*$611,889*	*$624,663*	*$500,239*	*$556,304*	*$488,901*
Budget by Major							
	Revenue	$0	$0	($16,625)	$0	$0	$0
	Personnel	$767,055	$672,909	$718,030	$637,863	$694,020	$626,617
	Non-Personnel	$70,733	$59,033	$43,311	$55,603	$55,511	$55,511
	Agency Billings	($148,581)	($120,053)	($120,053)	($193,227)	($193,227)	($193,227)
Total		$689,207	$611,889	$624,663	$500,239	$556,304	$488,901
	FTEs		5.68		5.68	6.34	6.34

PRIORITY

Citywide Element   Effective Government ⌄

Describe how this service advances the Citywide Element:

HR Services is a key element of Effective Government. The staff allocated to HR Services provide assistance to all city departments throughout the year as they require the replacement or addition of new staff to achieve their program goals. HR Services provides subject matter expertise in the hiring process, including : developing and reviewing position descriptions and employment exams, advertising open positions, reviewing employment applications, referring qualified applicants, and notifing applicants as they proceed through the hiring process.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Workforce Recruitment	65	Developing and implementing strategies to recruit and select divers and appropriately skilled new staff members.
Implementation of Organizational Change	25	Assist City departments with modifications to their staffing structure through reclassifications, internal promotions, and development of new employment exams and position descriptions.
Maintain Position Control	10	Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by Finance or the Personnel Board.

🖼 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?   No changes requested

What are the service level impacts of the proposed funding changes?

Change in the service's budget is due to a Finance correction for a payroll allocation

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No ▾

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No ▾

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No ▾

Are you proposing an increase or a decrease to the budgeted revenue?

Select... ▾

Fund	Major	Amount	Description

🔲 Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ▾

Fund	Major	Amount	Description

🔲 Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

If the Human Resources budget request is approved we will be able to continue the outreach activities which we have been part of our employee recruitment strategies. With full funding, we will be able to resume the activities which we curtailed during our pandemic response. With reduced funding our outreach to marginalized communities is likely to be further resticted as all outreach activities will be limited.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	The direct beneficiaries of the HR Services Unit are the individuals hired. The agencies seeking staff to carry out their tasks and goals are also direct beneficiaries. Indirect beneficiaries include the families, friends, businesses, residents, and guests who are impacted by the services provided by the City of Madison and the wages and benefits offered to our employees. A goal of the HR Services department is to recruit a diverse and qualified workforce. We achieve this by conducting outreach and promoting jobs with the City of Madison at career fairs, through schools, through professional organizations, and an array of publications catering to diverse ethnicities and social groups. Additional funding would allow the unit to participate in further outreach activities. Conversely, a reduction in funding will limit the outreach activities we can pursue as staff time and funding for these efforts become scarce.
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	The Department tracks job applicant and hiring data based on the gender and ethnicity information provided by applicants and employees. The HR Department has recently begun exit interview data collection to better understand the experiences of all staff who choose to leave city services. Over time this data will be used to address shortcomings and create policies which make the City of Madison a more equitable employer.
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	HR Analysts regularly incorporate equity analyses for recruitments which include perspectives from subject matter experts within the City (including from MAC and WIC teams) and outside agencies like WRTP Big Step, Commonwealth, and Latino Workforce Academy. To promote greater inclusion into the hiring process, we engage with our partners to incorporate alternate ways to meet minimum qualification and broadened viable applicant pools. Another recent example in Engineering, included critical input from external partners on the barrier written exams pose for applicants. Together, HR and the hiring manager created a comparative analysis in lieu of examination to aid in evaluation of key skills and competencies. This process will then include as part of the interview a directly related hands on task to assess each candidate.
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.	

Leaving an HR Analyst position vacant in the 2021 Budget allowed less staff time for outreach and analysis of employee attraction efforts. Our proposal seeks to return the Department to full staffing, anything less will lead to further reductions in outreach activities as hiring requirements have already returned to pre-pandemic levels.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

HR Services regularly engages with community partners including Operation Fresh Start, Latino Workforce Academy, Urban League, Commonweatlth, and WRTP Big Step through meetings and open discussion.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

○ Yes   ● No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? $87,381

What is the proposed reduction to this service's budget? $0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description

◻ Insert item

Total	$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities?

There is no mandated level for Human Resource Services.

Has this reduction been proposed in prior years?   Select... ▾

Does the proposed reduction result in eliminating permanent positions?   Select... ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?   Select... ▾

If yes, which agencies:

Describe why the proposed reduction was chosen.

N/A

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

N/A

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

☑ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   Select... ⌄

If yes, which agencies?

Describe why the proposed increase is critical.

[Submit]

V2 062821

2022 Operating Budget
Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Human Resources ⌄

SELECT YOUR AGENCY'S SERVICE:

Organizational & Health Dev ⌄

SERVICE NUMBER:

163

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, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees. The goals of this service are to improve the onboarding experience for new employees, enhance opportunities for employee development at various stages in their careers, and improve overall employee engagement citywide.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund							
	General-Net	$547,787	$770,094	$713,054	$678,518	$708,640	$742,341
	Other-Expenditures	$0	$0	$0	$0	$0	$0
Total		$547,787	$770,094	$713,054	$678,518	$708,640	$742,341
Budget by Major							
	Revenue	($15,575)	($5,000)	($325)	($4,000)	($4,000)	($4,000)
	Personnel	$514,914	$642,314	$617,143	$580,690	$610,812	$644,513
	Non-Personnel	$28,987	$105,250	$68,705	$106,450	$106,450	$106,450
	Agency Billings	$19,461	$27,530	$27,531	($4,622)	($4,622)	($4,622)
Total		$547,787	$770,094	$713,054	$678,518	$708,640	$742,341
	FTEs		5.66		5.66	5.33	5.33

PRIORITY

Citywide Element   Healthy and Safe ⌄

Describe how this service advances the Citywide Element:

Organizational Development (OD) provides learning and growth opportunities, facilitates cultural change through interventions and initiatives, promotes strategic thinking, and forges partnerships both within government and with the community. Through each of these core activities OD maintains a central roll in providing our residents and guests with an accessible government, run by qualified and well trained staff who are accountable and focused on providing efficient services with equitable, long term benefits for the entire community.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Organizational Development	30	Build organizational effectiveness through strategic planning, process improvement, equity, and people-centered operations. Provide creative consulting and improvement interventions to foster work culture change. Support Performance Excellence and management strategies that promote high employee input and allow for agencies to meet organizational goals and improve service delivery to best serve City of Madison residents.
Employee & Leadership Development	30	

		Provide employees with tools, comprehensive learning and development opportunities, and education at every point in their career. Offer support, development, and consultation for elected officials and leaders at every level of the organization. Provide career counseling to support internal recruitment and engagement with the City's workforce. Provide talent managment and leadership development to meet organizational needs. Build capacity across orgainizations to achieve City goals.
Outreach & Communication	20	Ensure common understanding of opportunities and services available through HR and Organizational Development. Develop community and organizational partnerships with key stakeholders. Utilize diverse and innovative marketing tools.
Engagement & Equity	15	Support citywide equitable workforce planning and goals. Facilitate diverse community engagement efforts that inspire and connect our residents to City government. Support effective use of RESJI tools and training. Support AASPIRE and Wanda Fullmore interns.
Wellness	5	Support all aspects of employee well-being through programmatic efforts. Evaluate current services to ensure we maximize resources to benefit employee wellness resources available through healthcare providers and other organizational collaborations.

🔲 Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? | No changes requested |

What are the service level impacts of the proposed funding changes?

| Change in the service's budget is due to a Finance correction to a payroll allocation |

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?   No ⌄

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?   No ⌄

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No ▾

Are you proposing an increase or a decrease to the budgeted revenue?

Select... ▾

Fund	Major	Amount	Description

☑ Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No ▾

Fund	*Major*	*Amount*	*Description*

☑ Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Many of the Organizational Development Unit programs focus on marginalized communities and improving inclusion and equity within the City. If funding within the HR Department is reduced it is likely that these programs would be degraded.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?

The direct beneficiaries of the Organizational Development activities are the employees, agencies, and other attendees that participate in our training and programs. Presenters and community groups also benefit from the renumeration and visibility which we are able to supply. Indirect beneficiaries include community groups, businesses, residents, and guests who are impacted by the information supplied during our consultations, training sessions, and conferences. Many of our programs focus on marginalized communities and increasing equity around the City of Madison. If fully funded those programs will continue.

b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

We currently have racial, gender and disability data from our conferences participants, course evaluations and adhoc planning teams. We review demographic data of participants, presenters and decision-makers. We regularly pull demographic data during the analysis phase of programs/projects and we ask for qualitative data from diverse stakeholders to measure how equitable our programming is. Our programs include a retrospective portion to allow diverse groups to provide feedback directly and we are diligent about continuous improvement to incorporate feedback. We ensure our feedback comes from diverse audience and note when we did not do our due diligence to get diverse feedback. Examples of programs include Inclusive Leadership Conference, Supervisor Development Program, TeamCity Change Leaders, course calendar, Leadership Forum.

c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?

Our stakeholders include city employees and community members. We have over 17 different workgroups/planning teams including over 85 employees representing all 30 departments and managed by 3 staff to inform design and decision-making. Our team believes in shared and participatory governance for decision making. We ask for feedback directly from our stakeholders and incorporate continuous improvement principles to incorporate feedback in an ongoing, iterative manner. Staff are also active contributors to the City's Racial Equity Social Justice Initiative and Multicultural Affairs Committee.

d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.

Any reduction in the requested budget will further limit the programs which the Organizational Development Unit can support. This is likely to make many groups worse off than they would have been if the HR budget request had been fully funded.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

We will continue to communicate with our stakeholders through workgroups and planning teams as well as through focus groups and employee surveys.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

○ Yes   ○ No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

$87,381

What is the proposed reduction to this service's budget?

$0

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	$Amount	Description

◼ Insert item

Total	$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?   Select... ▾

Does the proposed reduction result in eliminating permanent positions?   Select... ▾

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?   Select... ▾

If yes, which agencies:

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	$Amount	Description

▣ Insert item

Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?   Select... ⌄

If yes, which agencies? [   ]

Describe why the proposed increase is critical.

[   ]

[Submit]